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ABSTRACT

This guide is intended as a resource for service providers and small and midsized companies seeking assistance in the areas of employer training, labor-management relations, work restructuring, and workplace literacy. It contains annotated listings of 194 national and state organizations and agencies conducting work in the four areas. Among the types of organizations profiled are the following: government agencies, public interest groups, business organizations, labor organizations, education associations, and professional associations. Each entry includes the following information: services offered, year founded, budget, geographic coverage, membership and chapters, areas of expertise, clearinghouse and database services, publications, and conferences. The organizations and agencies included were identified through recommendations made by the National Workforce Assistance Collaborative's Advisory Board and four advisory councils and state agency lists provided by the following: National Governors' Association, National Association of State Development Agencies, and U.S. Department of Education. The organization profiles are listed alphabetically and are indexed by geographic area and subject expertise. (MN)

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ED 382 824

NATIONAL WORKFORCE ASSISTANCE COLLABORATIVE

WORKFORCE TOOLS

RESOURCE GUIDE

A Key to Organizations Working in:
Employee Training
Labor-Management Relations
Work Restructuring
Workplace Literacy

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*The **National Workforce Assistance Collaborative** builds the capacity of the service providers working with small and mid-sized companies in order to help businesses adopt high-performance work practices, become more competitive, and ultimately advance the well-being of their employees. The Collaborative was created with a $650,000 cooperative agreement grant from the **Department of Labor** to the **National Alliance of Business**. Current partners on the project include the Council for Adult and Experiential Learning, the Institute for the Study of Adult Literacy at The Pennsylvania State University, the Maryland Center for Quality and Productivity, and the National Labor-Management Association. The Collaborative provides assistance in four areas: employee training, labor-management relations, work restructuring, and workplace literacy. For more information, contact Bernice Jones at the National Alliance of Business, 202/289-2915.*

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WORKFORCE TOOLS

Prepared by the National Alliance of Business

RESOURCE GUIDE

May 1995
National Alliance of Business

ACKNOWLEDGEMENTS

This *Resource Guide* was prepared under the supervision of Terri Bergman and Stephen Mitchell. However, the real work on the guide was done by Caricia Fisher, Mark Jarvis, and Bernice Jones, who helped craft the information collection tools and spent countless hours gathering all of the information for the guide, and writing and guaranteeing the quality and accuracy of the entries. Rosalyn Johnson, Hina Nassiri, Myra Nicholas, Thomasine Singleton, and Cathy Stewart handled the design and production work.

The National Workforce Assistance Collaborative would like to thank the over 100 individuals who serve on the Collaborative's Advisory Board and Employee Training, Labor-Management Relations, Work Restructuring, and Workplace Literacy Advisory Councils for their assistance identifying organizations and agencies for the guide. Their names are listed at the end of the publication.

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FAX BACK FORM

INTRODUCTION

This guide is designed as a resource for service providers and small and mid-sized companies seeking assistance on four topic areas: employee training, labor-management relations, work restructuring, and workplace literacy. The guide contains an extensive listing (194 entries) of national and state organizations and agencies conducting work in the four areas, including:

- Government agencies,
- Public interest groups,
- Business organizations,
- Labor organizations,
- Education associations, and
- Professional associations.

Each entry contains contact information and a brief description of what the organization does. Information is also provided, as relevant and available, on the organization's:

- Year founded,
- Budget,
- Geographic coverage,
- Membership and chapters,
- Areas of expertise,
- Clearinghouse and data base services,
- Publications, and
- Conferences.

Entries in this guide are *national* and *state-level* organizations with the capacity to serve as *information* providers to link users with resources and services. While some of the organizations in the guide might also be *service* providers, they are not included on this basis.

USE

Service providers and companies seeking training or consultant services, tools, or resources in any one of the four areas can use this guide to find organizations or agencies that can steer them in the right direction. For example, a company looking for a workplace literacy consultant in Peoria, Illinois, could call the Illinois Secretary of State Literacy Office. While this office does not provide direct services, it has an extensive list of organizations in the state that do. Similarly, a company looking for help implementing total quality management practices could call the Association for Quality and Participation, which maintains a consultant directory.

The organizations and agencies listed in this guide can also steer service providers and companies to such tools and resources as assessment instruments, curricula, evaluations, "how-to" guides, clearinghouses, books, reports, and videos. The National Institute for Adult Literacy, for example, has a wealth of information on workplace literacy resources, while the American Society for Training and Development is well-versed in existing employee training tools.

ORGANIZATION

The organizations and agencies contained in this guide are listed in alphabetical order. To find the ones that will be most able to steer you to needed resources, you can use one of the three indices at the back of the guide:

- *Acronyms* — Provides a list of acronyms along with their full organizational or agency names.
- *Geographic Areas* — Lists the organizations and agencies by their coverage, national and each individual state.
- *Subject Expertise* — Lists which organizations can provide information in each of the four areas: employee training, labor-management relations, work restructuring, and workplace literacy.

The guide also can be accessed electronically at the National Workforce Assistance Collaborative (NWAC) gopher server at Penn State University. The gopher server address is INFO.PSU.EDU. After you reach the gopher server, open "Information Servers at Penn State," then open "Research Centers and Institutes" to find the National Workforce Assistance Collaborative gopher site.

METHODOLOGY

Organizations and agencies included in this guide were identified through:

- Recommendations made by the National Workforce Assistance Collaborative's Advisory Board and four Advisory Councils,
- State agency lists provided by the National Governors' Association,
- State agency lists provided by the National Association of State Development Agencies, and
- State agency lists provided by the U.S. Department of Education.

Once organizations were identified, the Collaborative collected information on them from existing publications (e.g. *Encyclopedia of Associations, National Trade and Professional Associations*) and direct phone and fax contact.

HOW YOU CAN HELP

Information contained in this Resource Guide will be updated periodically, and we welcome input. If you have any corrections or suggestions for additional entries, please copy, fill out, and send the fax-back form at the end of the publication. Alternatively, you may send an e-mail message to Bernice_C._Jones@NAB.COM. Please follow the fax-back format in your e-mail message. Thank you.

RESOURCES

Accrediting Council for Continuing Education and Training — ACCET
600 East Main Street, Suite 1425, Richmond, VA 23219, 804/648-6742, fax: 804/780-0821.

ACCET is a private non-profit corporation with a membership composed of associations, private educational institutions, unions, and companies involved in the field of continuing education and training. ACCET accredits institutions and helps member institutions assess and improve the educational quality of their programs. It also works with the more progressive sectors of business, associations, and education where the tools of independent review and assessment converge with the benefits of quality-focused self-regulation.

YEAR FOUNDED: 1974; GEOGRAPHIC COVERAGE: national; MEMBERS: 315 organizations; WORK RELATES TO: employee training, work restructuring, workplace literacy; PUBLICATIONS: *Directory of Accredited Noncollegiate Continuing Education Programs* (periodic), *The Growing Edge* (q.), *The Changing Scene* (m.); CONFERENCES: annual meeting held in the fall.

Administrators and Teachers in English as a Second Language — ATESL
1875 Connecticut Avenue, NW, Suite 1000, Washington, DC 20009-5728, 202/462-4811, fax: 202/667-3419.

ATESL is a membership organization of teachers and administrators of English as a Second Language (ESL) or English as a foreign language (EFL) in the U.S. and abroad. It seeks to strengthen and improve English language programs by providing representatives to serve as resources for national and regional activities in such areas as ethics, evaluation, program administration, and training international teaching assistants.

YEAR FOUNDED: 1951; GEOGRAPHIC COVERAGE: international; MEMBERS: 1,200 individuals; CHAPTERS: regional; WORK RELATES TO: workplace literacy; PUBLICATIONS: *The Administration of Intensive English Language Programs; Building Better English Language Programs: Perspectives on Evaluation in ESL; English Language Testing in U.S. Colleges and Universities; Teaching Across Cultures in the University ESL Program; Teaching English as a Second Language: A Guide for the Volunteer Teacher;* CONFERENCES: annual convention held in May or June, seminars on intensive English programs in higher education.

Alabama Adult Literacy Resource Center
5343 Gordon Persons Building, 50 North Ripley Street, Montgomery, AL 36104-3833, 205/242-8181, fax: 205/242-2236, contact: Rich Horne.

The Alabama Adult Literacy Resource Center helps Adult Education programs provide free workplace literacy services to businesses by covering the costs of teachers, books, and materials. The Center also promotes and provides information about a tax credit for workforce literacy. Any business with a program supporting basic literacy skills is eligible for this 20 percent state tax credit.

WORK RELATES TO: workplace literacy; CLEARINGHOUSE: Alabama Adult Literacy Resource Center, access to public, no charge; CONFERENCES: state adult education conference held annually, 1,500-2,000 participants; Alabama Foundation for Workplace Education Conference held annually, 800 participants.

Alabama Industrial Development Training
One Technology Court, Montgomery, AL 36116-3200, 205/242-4158, fax: 205/242-0299, contact: Ed Castile, director.

Alabama Industrial Development Training provides new and existing businesses with work restructuring assistance, including ISO 9000, total quality management, just in time manufacturing, statistical process control, quality improvement, team building, and business process reengineering. It provides preemployment training and skills upgrading for new and expanding industries. Participating businesses can choose for their employees or state department staff to conduct the training.

YEAR FOUNDED: 1973; WORK RELATES TO: employee training, work restructuring; CONFERENCES: management training as needed; ISO 9000 training 2-3 times a year.

Alaska Division of Adult Basic Education
Department of Education, 801 W. 10th Street, Suite 200, Juneau, AK 99801-1894, 907/465-8714, fax: 907/465-3396.

The Alaska Division of Adult Basic Education provides funds to state regional offices, universities, private nonprofits, and local education agencies to operate workplace literacy training programs. The Division coordinates an interagency literacy network to promote networking among various literacy groups and agencies. It includes the states of Oregon, Washington, and Idaho, as well as private businesses, and is funded by the National Institute for Literacy. The work of the network has resulted in the development of several new workplace literacy curricula.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1969; BUDGET: $1.3M; WORK RELATES TO: employee training, workplace literacy; CLEARINGHOUSE: accessible through Nine Stars Enterprises in Anchorage.

Alaska State Employment and Training Program
Department of Community and Regional Affairs, Rural Development Division, P.O. Box 112100, Juneau, AK 99811-2100, 907/465-4891, fax: 907/465-3212.

The Alaska State Employment and Training Program provides financial assistance to individuals, training entities, or businesses that are responding to changes in the labor force. In order to receive help, a business must be retraining workers to avoid layoffs.

YEAR FOUNDED: 1988; BUDGET: $1.3M; WORK RELATES TO: employee training.

The Alliance for Employee Growth & Development, Inc.
580 Howard Avenue, Corporate Park 3, Somerset, NJ 08873, 908/563-0028, fax: 908/563-1724.

The Alliance for Employee Growth & Development is a cooperative program of AT&T, Communications Workers of America, and the International Brotherhood of Electrical Workers to enhance employee security, assist in worker training and retraining, and help employees in transition. The Alliance provides technical assistance and research to other companies, unions, and governmental units locally, nationally, and internationally through research papers, participation in learning conferences, and working directly with firms and unions in developing management cooperation. It also provides training to companies in conducting meetings.

YEAR FOUNDED: 1986; GEOGRAPHIC COVERAGE: international; WORK RELATES TO: employee training, labor-management relations, work restructuring; PUBLICATIONS: *Alliance and Alliance Plus Annual Reports*; Teaching Firm Case Study, contributor to *ASTD Technical Skills Training Handbook, Joint Training Programs*, various other publications and case studies.

American Arbitration Association
140 W. 51st Street, New York, NY 10020, 212/484-4000, fax: 212/765-4874.

The American Arbitration Association promotes the resolution of disputes of all kinds, including labor-management disagreements, through arbitration, mediation, democratic elections, and other voluntary methods. It provides administrative services for arbitrating, mediating, or negotiating disputes and impartial administration of elections. In addition, the association maintains a panel of arbitrators and mediators for referrals to parties involved in disputes.

YEAR FOUNDED: 1926; GEOGRAPHIC COVERAGE: national; MEMBERS: 8,000 individuals, CHAPTERS: regional; WORK RELATES TO: labor-management relations; PUBLICATIONS: *Arbitration Journal*, (q.), *Arbitration in the Schools* (m.), *Arbitration Times* (q.), *Labor Arbitration in Government* (m.), *Lawyers' Arbitration Letter* and *Digest of Court Decisions* (q.), *Study Time* (q.), *Summary of Labor Awards* (m.), *Claims Forum* (q.), *Punch List* (q.), *New York No-Fault Arbitration Reports* (m.); CONFERENCES: annual meeting held in New York in May.

American Association for Adult and Continuing Education — AAACE
1200 19th Street, NW, Suite 300, Washington, DC 20036, 202/429-5131, fax: 202/223-4579.

AAACE is a national organization dedicated to enhancing life-long learning and responding to the needs of adult and continuing educators. It provides support and training for members, professionals in adult and continuing education, and researches and documents emerging issues with their conferences and publications.

YEAR FOUNDED: 1982; GEOGRAPHIC COVERAGE: national; MEMBERS: 5,000 individuals; MEMBERSHIP: $105/yr (professional); CHAPTERS: affiliates; WORK RELATES TO: employee training, labor-management relations, work restructuring, workplace literacy; PUBLICATIONS: *Adult Learning*

(2/yr), *Adult Education Quarterly*; CONFERENCES: annual meeting held in the fall.

American Association of Community Colleges — AACC
One Dupont Circle, NW, Suite 410, Washington, DC 20036-1176, 202/728-0200; fax: 202/833-2467.

AACC is a nonprofit organization, located in the National Center for Higher Education, which represents two-year associate-degree granting colleges. AACC is a strong network of college presidents, state administrators, and community college councils. It tracks legislation and provides continually updated information to federal agencies, members of Congress, the media, and the general public. Association activities include advocacy for all community colleges, information services, professional development opportunities, workshops, and a national convention, a publications program including a biweekly newspaper and bimonthly journal, a satellite network, and special projects. Many AACC programs help build the capacity of community colleges in the areas of employee training, work restructuring, and workplace literacy. Some pertinent AACC publications include: *Credibility: How Leaders Gain and Lose It, Why People Demand It; The Leadership Challenge: How to Get Extraordinary Things Done in Organizations; Your Business Plan* (guide to assist small business owners prepare a working plan); *Economic Development: A Viewpoint for Business*.

YEAR FOUNDED: 1920; GEOGRAPHIC COVERAGE: national; MEMBERS: 1,120 two-year colleges; WORK RELATES TO: employee training, work restructuring, workplace literacy; PUBLICATIONS: *Community College Times* (bi-w.), *Community College Journal* (bi-m.), numerous other publications; CONFERENCES: annual convention held in the spring, 4,000 participants.

American Electronics Association — AEA
5201 Great American Parkway, Suite 520, Santa Clara, CA 95054, 408/987-4200, fax: 408/970-8565.

AEA is the largest trade association serving the United States electronics and information technology industries. It fosters a healthy business climate and conducts networking programs for industry executives to increase productivity, improve quality, gain access to capital, and increase global market share. AEA strengthens management and staff through highly acclaimed education and training events by providing on-site training, seminars, and forums.

YEAR FOUNDED: 1943; GEOGRAPHIC COVERAGE: international; MEMBERS: 3,500 companies; MEMBERSHIP: fee varies with size of company; CHAPTERS: regional; WORK RELATES TO: employee training, work restructuring; CLEARINGHOUSE: AEANET — on line access to industry information through the Internet; PUBLICATIONS: *American Electronics Association Directory* (a.), *American Electronics Association Update* (m.), *State Legislation Update* (m.), newsletter (m.); CONFERENCES: annual meeting.

American Management Association — AMA
135 West 50th Street, New York, NY 10020-1201, 212/586-8100, fax: 212/903-8168.

AMA represents professional administrators in administrative services and financial, personnel, systems, and information management; educators; management consultants; and small business owners. It promotes the application of management methods to commerce and industry for the purpose of increasing productivity, lowering costs, and improving quality. It encourages and participates in research, and promotes sound employee and employer relationships. AMA provides educational forums worldwide where members and their colleagues learn practical business skills and explore the best practices of organizations.

YEAR FOUNDED: 1919; GEOGRAPHIC COVERAGE: national; MEMBERS: 66,440 individuals; WORK RELATES TO: employee training, labor-management relations, work restructuring; PUBLICATIONS: *CompFlash* (m.), *Compensation & Benefits Review* (bi-m.), *Management Review* (m.), *Organizational Dynamics* (q.), *The President* (m.), *Supervisory Management* (m.), *Supervisory Sense* (m.), *Trainer's Workshop* (bi-m.), *Small Business Report* (m.), *HR Focus* (m.); CONFERENCES: annual meeting held in March or April.

American Quality Assessors — AQA
1200 Main Street, Suite M-107, Columbia, SC 29201, 803/779-8150, fax: 803/779-8109.

AQA is a quality registrar which provides third party assessments of a company's quality system against international and national standards. AQA was created solely to certify conformance of quality systems to the ISO 9000/Q90 Standard. It is committed to providing responsive, affordable evaluation services to small and medium-sized firms and divisions. AQA uses local, certified auditors familiar with regional business

practices in conjunction with certified auditors having appropriate industrial expertise.

YEAR FOUNDED: 1992; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: work restructuring.

American Society for Engineering Education — ASEE
1818 N Street, NW, Suite 600, Washington, DC 20036, 202/331-3500, fax: 202/265-8504.

ASEE is an association of engineering professionals and students which promotes engineering and engineering education. ASEE provides leadership in developing and implementing strategies to increase gender and ethnic diversity significantly within engineering education. ASEE's outreach activities are designed to ensure the full representation of women and minorities in all areas of engineering education.

YEAR FOUNDED: 1893; GEOGRAPHIC COVERAGE: international; MEMBERS: 550 institutions, 10,000 individuals; MEMBERSHIP: $60/yr individual, $750-900/yr organization; WORK RELATES TO: employee training; PUBLICATIONS: *ASEE PRISM* (m.), *ASEE Membership Handbook* (a.), *Chemical Engineering Education* (q.), *Civil Engineering Education* (bi-a.), *Mechanical Engineering News* (q.); *Engineering Design Graphics* (3/yr), *COED — Computers in Education Division Journal* (q.); CONFERENCES: annual meeting held in June, 2,500 participants.

American Society for Quality Control — ASQC
P.O. Box 3005, 611 East Wisconsin Avenue, Milwaukee, WI 53201-3005, 414/272-8575, fax: 414/272-1734.

ASQC facilitates continuous improvement and increases customer satisfaction by identifying, communicating, and promoting the use of quality principles, concepts, and technologies. ASQC develops, promotes, and adapts quality-related information and technology for the quality profession, private sector, government, and academia.

YEAR FOUNDED: 1946; GEOGRAPHIC COVERAGE: national; MEMBERS: 125,000 individuals, 1,000 sustaining; MEMBERSHIP: $65/yr individual, $450/yr sustaining; WORK RELATES TO: work restructuring; PUBLICATIONS: *On Q Newsletter* (bi-m.), *Journal of Quality Technology* (q.), *Quality Progress Magazine* (m.), *Technometrics* (q.), *Quality Engineer* (q.); CONFERENCES: annual meeting held in the spring.

American Society for Training and Development — ASTD
1640 King Street, P.O. Box 1443, Alexandria, VA 22313, 703/683-8100, fax: 703/683-8103.

ASTD is a professional society of trainers and human resource development professionals engaged in the training and development of business, industry, education, and government personnel. ASTD undertakes special research and acts as an information clearinghouse on such topics as best practices in training and development, reorganization of work, multicultural training, and technological change as it relates to the high performance work organization.

YEAR FOUNDED: 1944; GEOGRAPHIC COVERAGE: national; MEMBERS: 55,000 individuals; MEMBERSHIP: $150/yr; CHAPTERS: regional; WORK RELATES TO: employee training, work restructuring; CLEARINGHOUSE: TRAINET — on line computer database of training, events, and courseware, updated weekly; PUBLICATIONS: *ASTD National Report* (semi-m.), *Training and Development Magazine* (m.), *Human Resource Development* (q.), *Technical and Skills Training Newsletter* (q.), *INFO-LINE* (m.); CONFERENCES: annual International Conference and Exposition held in the spring, National Technical and Skills Training Conference held in the fall, annual Symposia on Training for Quality held in the winter.

American Society of Mechanical Engineers — ASME
345 East 47th Street, New York, NY 10017, 212/705-7722, fax: 212/705-7674.

ASME develops safety codes and equipment standards, provides educational guidance for student members, supports professional development, conducts research and develops technology, and operates a government relations office. ASME operates one of the largest technical publishing operations in the world and provides short courses in technical training to its members and non-members. Courses include piping, fluid engineering, and escalators.

YEAR FOUNDED: 1880; GEOGRAPHIC COVERAGE: national; MEMBERS: 122,000 individuals; MEMBERSHIP: $80/yr; WORK RELATES TO: employee training; PUBLICATIONS: *Applied Mechanics Review* (m.), *ASME News* (m.),

Journal of Applied Mechanics (q.), *Journal of Biomechanical Engineering* (q.), *Journal of Electronic Packaging* (q.), numerous other journals; CONFERENCES: semi-annual meetings held in the winter and summer.

American Vocational Association — AVA
1410 King Street, Alexandria, VA 22314, 703/683-3111, fax: 703/683-7424.

AVA is a federation of state vocational associations. It promotes uniform high standards of professional practice among vocational consultants and provides credential reviews and certification examinations. Because vocational education is so critical to the nation's skilled labor pool, AVA maintains close ties with business and industry. AVA has numerous professional products to assist businesses in the areas of administration, workplace trends, total quality management, teaching, and career exploration. AVA's annual convention provides sessions to help teach basic skills through vocational-technical education.

YEAR FOUNDED: 1925; GEOGRAPHIC COVERAGE: national; MEMBERS: 40,000 individuals; MEMBERSHIP: $40/yr; CHAPTERS: state; WORK RELATES TO: employee training, work restructuring, workplace literacy; PUBLICATIONS: *National Directory of Vocational Experts* (a.), *Voc Ed Journal* (8/yr), *Vocational Education Weekly* (44/yr), numerous other publications; CONFERENCES: annual convention held in the winter.

Arizona Adult Education Services
Department of Education, 1535 West Jefferson, Phoenix, AZ 85007, 602/542-5280, fax: 602/542-1161.

Arizona Adult Education Services provides grants, on an RFP basis, to service providers, businesses, and business-service provider partnerships for the operation of workforce literacy programs. Service providers receiving grants operate literacy programs in which companies enroll their employees. Businesses and business-service provider partnerships that receive grants operate customized literacy programs. Usually companies choose to work in partnerships with local educational organizations or community-based groups rather than operate these programs on their own. Adult Education Services primarily funds workplace literacy projects operated by *small* businesses (alone or in partnerships with service providers). Adult Education Services maintains a 24-hour hotline (800/345-3382) with information about workplace and other adult literacy projects.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1965; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: Arizona Adult Literacy and Technology Resource Center.

Arizona Job Training Program
Department of Commerce, 3800 North Central, Suite 1500, Phoenix, AZ 85012, 602/280-1352, fax: 602/280-1358, contact: Kate Klimov.

The Arizona Job Training Program provides job-specific customized training and some restructuring assistance to private enterprises that have been profitable for at least two years, and will be creating net new jobs. Companies must pay at least 25 percent of the training costs and the state pays the balance. A company may contract with a community college instructor or a private vendor, or use company personnel to provide the training, and it must submit a training plan specifying the instructor(s) as part of its application for assistance.

YEAR FOUNDED: 1993; BUDGET: $3M; WORK RELATES TO: employee training.

Arkansas Industry Training Program
Arkansas Industrial Development Commission, One Capitol Mall, Suite 2C-250, Little Rock, AR 72201, 501/682-1246, fax: 501/682-1188, contact: Richard Cochran, director.

The Arkansas Industry Training Program provides job and cross training for new or expanding companies. The Program may hire as many as 125 people to fill positions ranging from support staff to instructors. It primarily uses the company's employees for instructors, but in certain situations may use vocational school instructors, retired engineers, and teachers. The Program has developed its own manuals for training programs of various lengths.

YEAR FOUNDED: 1991; BUDGET: $1.3-$1.5M; WORK RELATES TO: employee training.

Arkansas Vocational and Technical Education Division
Department of Education, 3 Capitol Mall, Luther Building, Room 506D, Little Rock, AR 72201-1083, 501/682-1970, fax: 501/682-1982, contact: Emily Barrier, program manager.

The Arkansas Vocational and Technical Education Division provides workplace education and some basic computer literacy training through local adult education

centers. The Division receives regular state funding, and companies, in collaboration with the local adult education centers, can apply for grants. One million dollars is set aside annually for workplace education.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1991; BUDGET: up to $1M; WORK RELATES TO: employee training, workplace literacy.

Association for Community Based Education — ACBE
1805 Florida Avenue, NW, Washington, DC 20009, 202/462-6333, fax: 202/232-8044.

ACBE is a membership organization of colleges, economic development organizations, literacy and adult learning programs, and advocacy groups located in low-income communities. It brings culturally relevant economic development to its member communities. Several of its initiatives focus on community-based literacy programs, and the association provides an information clearinghouse on relevant publications and community-based organizations.

YEAR FOUNDED: 1976; GEOGRAPHIC COVERAGE: national; MEMBERS: 110 organizations; MEMBERSHIP: $100-$250 annual dues for voting members, associate members, $80/yr., individual members, $30/yr; WORK RELATES TO: workplace literacy; PUBLICATIONS: *CBE Report* (m.), *Directory of Funding Sources* (a.), *Directory of Members* (a.), *Directory of Community Based Adult Literacy Providers* (irreg.), *Coming Home: Community Based Education and the Development of Communities*, *Adult Literacy: A Study of Community Based Literacy Programs*, *Measures for Adult Literacy Programs*, *National Directory of Community Based Literacy Programs*; CLEARINGHOUSE: database about community-based organizations and their programs and practices, field-generated material and other resources, support organizations, and funding source information; CONFERENCES: annual meeting held in November.

Association for Educational Communications and Technology — AECT
1025 Vermont Avenue, NW, Suite 820, Washington, DC 20005, 202/347-7834, fax: 202/347-7839.

AECT is an international membership organization of microcomputer and audiovisual specialists, media services directors, and television producers who require expertise in instructional technology. AECT works to improve education through the systematic planning, application, and production of communications media for instruction. AECT provides leadership, educational communications, and technology by linking professionals holding a common interest in the use of education technology and its application to the learning process.

YEAR FOUNDED: 1923; GEOGRAPHIC COVERAGE: international; MEMBERS: 5,000 individuals; MEMBERSHIP: $65/yr; WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: *Association for Educational Communications Technology — Membership Directory* (a.), *TechTrends* (bi-m.), *Educational Technology Research & Development* (q.); CONFERENCES: annual meeting held in the summer.

Association for Experiential Education — AEE
2885 Aurora Avenue, #28, Boulder, CO 80309, 303/440-8844, fax: 303/440-9581.

AEE is a nonprofit organization committed to the development, practice, and evaluation of experiential learning in all settings. It provides a forum to address issues in experiential education and encourages the exchange of ideas, information, and resources on experience-based learning and teaching. Its membership consists of individuals and organizations with affiliations in education, recreation, mental health, youth service, physical education, management development training, corrections, and environmental education.

YEAR FOUNDED: 1977; GEOGRAPHIC COVERAGE: national; MEMBERS: 2,000 individuals, 400 organizations; MEMBERSHIP: $50-75/yr (individual), $175-250/yr (organization); WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: *Conference Proceedings* (a.), *Jobs Clearinghouse* (m.), *Journal of Experiential Education* (3/yr), *Membership Directory* (a.); CONFERENCES: annual conference held in the fall.

Association for Quality and Participation — AQP
800-B West 8th Street, Suite 501, Cincinnati, OH 45203-0070, 513/381-1959, fax: 513/381-0070.

AQP is the advocate for workplaces characterized by employee involvement and the integration of quality and participation practices throughout all work functions. It defines and promotes issues in the field of quality and participation. In its most recent major publication, *Voices From the Field*, it defines twelve critical knowledge, skill, and ability components for success. AQP motivates and teaches individuals, teams, and

organizations to design, implement, and sustain these twelve quality and participation processes for the high-performance workplace.

YEAR FOUNDED: 1977; GEOGRAPHIC COVERAGE: national; MEMBERS: 10,000 individuals and organizations; WORK RELATES TO: work restructuring; PUBLICATIONS: *Voices from the Field, Journal for Quality and Participation* (q.), *AQP Report* (bi-m.), *Transactions of the AQP Conference and Resource Mart* (a.); CONFERENCES: semi-annual meetings held in the winter/spring and fall.

Automotive Industry Action Group — AIAG
26200 Lasher Road, Suite 200, Southfield, MI 48034, 810/358-3570, fax: 810/358-3253

AIAG is a not-for-profit trade association of North American vehicle manufacturers and suppliers. AIAG strives to reduce costs, increase productivity, and improve quality within the automotive industry. It focuses on standardizing the methods by which manufacturers conduct business and provides a forum for suppliers and manufacturers to identify and solve common business problems. AIAG is a globally recognized forum for encouraging communication, and standardizing business practice within the industry, and providing various training classes, particularly in QS 9000. Training classes are available to members and nonmembers.

YEAR FOUNDED: 1981; GEOGRAPHIC COVERAGE: national; MEMBERS: 700 companies; MEMBERSHIP: fees are based on annual corporate sales; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *Action Line Magazine* (m.), *Buyer's Guide* (a.); CONFERENCES: annual Auto-Tech, held in August/September.

Bay State Skills Corporation — BSSC
101 Summer Street, Boston, MA 02110, 617/292-5100; fax: 617/292-5127, contact: Dr. John Hoops, director of applied technology services.

BSSC is a quasi-public development, demonstration, and technical assistance organization that promotes economic development through workforce and workplace improvement. BSSC assists industry in the creation of new jobs, prepares the current and future workforce to access those jobs, and removes barriers to employment experienced by those traditionally outside the labor force. BSSC develops partnerships between the business and education sectors, and provides ideas, technical assistance, information, and funds to support the provision of training and business assistance services to individuals and companies.

YEAR FOUNDED: 1981; BUDGET: $12M; GEOGRAPHIC COVERAGE: primarily Massachusetts, one project all of New England; WORK RELATES TO: employee training, work restructuring, workplace literacy.

California Community College Economic Development Network — ED>Net
390 West Fir Avenue, Suite 204, Clovis, CA 93611, 209/297-6000, fax: 209/297-6011.

ED>Net links California business and industry with the state-wide resources of the 107 California community colleges. It was established to advance California's economic growth and global competitiveness through quality education and services for continuous workforce improvement, technology deployment, and business development. The Network provides resources and assistance in the following areas: custom education and training, manufacturing technologies, small business development, environmental technologies, workplace learning resources, international trade, and health occupations. In addition, the Network sponsors 10 workplace learning resource centers located at community colleges, the California Technology Center, and community college Small Business Development Centers. The workplace learning resource centers provide needs assessment, develop functional context curricula, and provide instruction and related workplace literacy services to businesses that have employees with basic skills deficiencies. The California Technology Center helps businesses access new technology-based manufacturing techniques, resolve specific manufacturing problems, and look for defense conversion opportunities. The Small Business Development Centers offer comprehensive services to promote the start-up, retention, and expansion of small businesses.

YEAR FOUNDED: 1988; WORK RELATES TO: employee training, workplace literacy.

California Division of Adult Education
Department of Education, P.O. Box 944272, Sacramento, CA 94244-2720, 916/323-2570, fax: 916/327-4239, contact: Tom Bauer.

The California Division of Adult Education allocates funds to 430 adult schools to provide basic skills, adult secondary education, GED (General Educational Development) programs, and vocational programs. The

schools can use up to five percent of their allocation for on-site training for businesses, and thirty or forty of the adult schools provide reading and basic math skills training for local businesses. The state urges the schools to customize the programs to the businesses, and make the programs as job relevant as possible. High school credit is available, but college credit is not.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1987-88; BUDGET: $400K; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: California Council of Adult Educators and the organization of adult education administrators put on annual conferences, 600-800 participants; also have topic-based conferences such as competency-based learning.

California Employment Training Panel
P.O. Box 826880, MIC 64, Sacramento, CA 943280-0001, 916/654-9072.

The California Employment Training Panel provides employee training grants to new and existing businesses affected by out-of-state competition. Businesses use the Employment Training Panel grants to develop and deliver a wide range of training programs aimed at preventing layoffs, adopting high performance work practices, or diversifying their products or services.

YEAR FOUNDED: 1982; BUDGET: $55M; WORK RELATES TO: employee training, work restructuring, workplace literacy.

California Office of Small Business
California Trade and Commerce Agency, 801 K Street, Suite 1700, Sacramento, CA 95814, 800/303-6600, 916/327-HELP.

The California Office of Small Business helps small businesses in the state improve their productivity and oversees the state's Small Business Development Centers (SBDCs). It operates a toll-free telephone line (see number above) to answer management questions and to provide information on technical assistance and small business conferences and seminars. The SBDCs also offer information on quality assistance and work restructuring. Some of the state's SBDCs provide training in ISO 9000.

YEAR FOUNDED: 1977; WORK RELATES TO: work restructuring.

The Center for Occupational Research and Development — CORD
601 Lakeair Drive, Waco, TX 76710, 817/772-8756, fax: 817/772-8972.

CORD is a nonprofit service organization that equips schools and educators with networks, resources, and processes to provide learners with the academic foundation and flexible technical skills that enable them to compete successfully in the contemporary workplace. CORD develops and disseminates research-driven forecasts, educational reform strategies, needs assessments, skill standards, and contextual academic curricula, with a primary focus in mathematics, science, and technology. Through networks, consulting services, and dissemination materials, CORD provides technical assistance to education institutions that are striving to equip learners with strong, school-to-career connections and opportunities.

GEOGRAPHIC COVERAGE: national; WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: *Tech Prep Resources, CORD Applied Mathematics, CORD Applications in Biology/Chemistry, Engineering Technology, Mechanical Technology*, educational planning guides and reports, tech prep video resources, and contextual learning books; CONFERENCES: annual conference held in the fall, 4,000 participants.

Center for the Study of Work Teams
University of North Texas, Department of Psychology, P.O. Box 13587, Denton, TX 76203-3587, 817/565-3096, fax: 817/565-4806, contact: Dr. Mike Beyerein.

The Center studies and disseminates cutting-edge information on team concepts. The Center makes information available through its annual conference proceedings, a synopsis of current research on teams, audiotapes, and a reading list of current publications. The Center conducts library and on-line research for clients with questions on team issues. In addition, the Center's faculty adds to the body of theoretical and applied knowledge on teams by working with clients to begin and conduct research in the field.

GEOGRAPHIC COVERAGE: national; WORK RELATES TO: workforce restructuring; PUBLICATIONS: *The Self-Managed Work Team Newsletter* (q.); CONFERENCES: annual.

Center for Workforce Development
Institute for Educational Leadership, 1001 Connecticut Avenue, NW, Suite 310, Washington, DC 20036, 202/822-8405, fax: 202/872-4050, contact: Michelle Clark.

The Center for Workforce Development, a part of the Institute for Educational Leadership (IEL), is engaged in research and technical assistance activities in support of systems change in the nation's learning institutions. The Center is especially interested in promoting a closer working relationship between the education system and employment/training systems. Currently, the Center's activities focus on school-to-work transition issues and the emerging skill standards system. IEL is also active in providing leadership training for education and human services providers.

GEOGRAPHIC COVERAGE: national; WORK RELATES TO: employee training, workforce literacy; PUBLICATIONS: *School Lessons/Work Lessons: Recruiting and Sustaining Employer Involvement in School-to-Work Programs, Skill Standards in the U.S. and Abroad.*

Colorado First
Colorado Office of Business Development, 1625 Broadway, Suite 1710, Denver, CO 80202, 303/892-3840, fax: 303/892-3848, contact: Bonnie Allison, program administrator.

Colorado First provides customized training for new and existing industries and businesses moving to the state that are adopting new technologies, restructuring work, or building employee skills. Companies can hire their own instructors or work with the community college system to find instructors.

YEAR FOUNDED: 1986-87; YEARLY BUDGET: $2.3M; WORK RELATES TO: employee training, work restructuring, workplace literacy; CLEARINGHOUSE: keeps track of programs informally.

Colorado Office of Adult Education
Department of Education, 201 E. Colfax Avenue, Denver, CO 80203, 303/866-6936, fax: 303/830-0793.

The Colorado Office of Adult Education administers adult education programs, including workplace literacy programs, for the state. The Office of Adult Education collaborates with the community college system to provide training services to businesses and to disseminate curricula. The Office also has a full-time workplace education consultant who works with local adult education offices to encourage businesses to set up workplace literacy programs. Local program coordinators help businesses link up with providers and offer such services as needs assessments and evaluations. Both state and local offices promote customized curricula that integrate learning with work processes.

YEAR WORKPLACE LITERACY STARTED: 1989; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, access to public, no charge; CONFERENCES: annual Denver conference on adult education, 400 participants; annual workplace education conference, 150 participants; eight regional conferences held twice a year.

Communications Workers of America — CWA
501 Third Street, NW, Washington, DC 20001-2792, 202/434-1100, fax: 202/434-1279.

CWA is the largest union of telecommunications workers in the world. It promotes public policies that support sound labor-management practices, conducts public awareness campaigns, and builds coalitions with interested groups. CWA members work in the telecommunications, printing and news media, general manufacturing, construction, public employment, health care, sound and electronics, cable television, and gas and utilities industries.

YEAR FOUNDED: 1938; GEOGRAPHIC COVERAGE: international; MEMBERS: 650,000 individuals; WORK RELATES TO: labor-management relations; PUBLICATIONS: *CWA News* (m.), *CWA Newsletter* (bi-w.), *The Sector* (m.); CONFERENCES: annual meeting held in the spring.

The Conference Board
845 Third Avenue, New York, NY 10022, 212/759-0900, fax: 212/980-7014.

The Conference Board is a business membership organization that enables senior executives from all industries to explore and exchange ideas on business policy and practices. The Conference Board conducts a professionally managed research program that identifies and reports objectively on key areas of changing management concern, opportunity, and action. The Conference Board sponsors numerous conferences, seminars, and workshops on issues relevant to both manufacturing and service companies, such as quality and productivity, strategic planning, communications, technology, and compensation. The Conference Board publishes numerous research reports targeted to meet

business needs, i.e. *Creating a Customer-Focused Organization; Work Force Diversity: Corporate Challenges; Corporate Responses; Availability of a Quality Work Force;* and *Sustaining Total Quality.*

YEAR FOUNDED: 1916; GEOGRAPHIC COVERAGE: international; MEMBERS: 3,000 individuals; CHAPTERS: regional; WORK RELATES TO: employee training, labor-management relations, work restructuring; PUBLICATIONS: *Across the Board* (11/yr), *International Economic Scoreboard* (m.), *Business Executives' Expectations* (q.), numerous other publications; CONFERENCES: annual conference.

Connecticut Bureau of Adult Education and Training
Department of Education, 25 Industrial Park Road, Middletown, CT 06457, 203/638-4035, fax: 203/638-4156, contact: Roberta Pawloski, chief.

The Connecticut Bureau of Adult Education and Training administers adult education and literacy programs for the state. These services are primarily offered through local school districts, which contract directly with companies. Because of a high demand among businesses, the Bureau concentrates its efforts on workplace literacy services needed as a prerequisite to skills upgrading and English as a Second Language.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1983; BUDGET: $11M; WORK RELATES TO: workplace literacy; CONFERENCES: Adult Training and Development Network, 2-day institute every summer.

Connecticut Customized Job Training
200 Folly Brook Boulevard, Wethersfield, CT 06109, 203/566-2450, fax: 203/566-1520, contact: Janice Hasenjager, program manager.

Connecticut Customized Job Training serves small and mid-sized manufacturing firms that are new, expanding, or have adopted new machines, procedures, or specifications (SPC, ISO 9000). Companies may choose their own instructors or have the Job Training program help find them. Businesses and the state split the cost of training evenly. The Job Training program is part of a state interagency team effort that provides client businesses with referrals to other state agencies offering programs of benefit to businesses. Field representatives work across the state and with nine regional offices to provide outreach services.

YEAR FOUNDED: 1976; BUDGET: $1.9M; WORK RELATES TO: employee training, work restructuring.

The Council for Adult and Experiential Learning — CAEL
223 West Jackson, Suite 510, Chicago, IL 60606, 312/922-5909, fax: 312/922-1769.

CAEL is a national not-for-profit organization devoted to expanding lifelong learning opportunities for adults. Through collaboration with educational institutions, industry, government, and labor, CAEL promotes learning as a tool to empower people and organizations. CAEL provides support services and development opportunities for educational institutions and professionals in the field of adult learning, and designs and administers workforce education programs. CAEL also consults with employers to develop education strategies and learning systems.

YEAR FOUNDED: 1974; GEOGRAPHIC COVERAGE: national; MEMBERS: 600 individuals and institutions; MEMBERSHIP: basic associate, $49.50/yr, enhanced associate, $84.50/yr, single institution, $495/yr, consortium/system, $550/yr; WORK RELATES TO: employee training, workplace literacy; PERIODICALS: *Assessing Learning: Standards, Principles & Procedures, Higher Education and the Real World, Your Hidden Credentials: The Value of Personal Learning Outside of College, Earn College Credit for What You Know, CAEL News* (q.); CONFERENCES: annual meeting held in the fall.

Delaware Manufacturers' Alliance
Delaware Technology Park, 1 Innovation Way, Suite 301, Newark, DE 19711, 302/452-2520, fax: 302/452-1101.

The Delaware Manufacturers' Alliance is a state-supported, nonprofit manufacturing extension service which offers technical assistance to small manufacturing companies. It offers one-on-one and group sessions in quality ISO 9000 registration, and forms networks of small companies organized to prepare for ISO 9000 registration, known as ISO Implementation Networks.

YEAR FOUNDED: 1994; BUDGET: $600K; WORK RELATES TO: work restructuring.

Delaware Office of Adult and Community Education
Department of Public Instruction, P.O. Box 1402, J.G. Townsend Building, Dover, DE 19903, 302/739-3743, fax: 302/739-3744, contact: Dr. Fran Tracy-Mumford, state supervisor.

The Delaware Office of Adult and Community Education administers adult education, including workplace literacy programs, for the state. The Office funds partnerships between businesses and local adult literacy service providers to set up workplace literacy programs. Funds for workplace literacy programs can be used for the development of curricula, materials, and instruction. The businesses must provide a 50% match, which may be in-kind or in-cash. Release time and space can be counted toward the match.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1990; BUDGET: $3.8M; WORK RELATES TO: workplace literary; CLEARINGHOUSE: state literacy resource center, access to public, no charge.

Delaware Workforce Development Division
Delaware Economic Development Office, 99 Kings Highway, P.O. Box 1401, Dover, DE 19903, 302/739-4271, fax: 302/739-5749, contact: Jan Abrams, director

The Delaware Workforce Development Division helps state businesses fulfill their workforce training needs by supporting training for entry- to mid-level employees of new or expanding businesses or existing companies in need of upgrading or cross-training to prevent layoffs. The Division only funds work restructuring or in-house quality efforts if they are part of a company's overall training plan. The Division can provide companies with trainers or it can help the companies locate and fund a non-Division trainer. To receive services, companies must submit a proposal (anytime during the year) to the Development Division. The Division also provides grants for tuition assistance for employees who work for businesses employing 100 or fewer people and want to pursue a post-secondary degree.

WORK RELATES TO: employee training, work restructuring, workplace literacy; CLEARINGHOUSE: workplace resources published by the Delaware Development Office; will provide research as part of assistance; service is free of charge.

District of Columbia Vocational and Adult Education Branch
Division of SEA/LEA Operations and Special Programs, 1709 Third Street, NE, Room 204, Washington, DC 20002, 202/576-6308, 202/576-7899, contact: Dr. Cynthia Bell, director

The District of Columbia Vocational and Adult Education Branch provides a comprehensive continuum of academic, vocational-technical, career, and basic education instruction beginning at the junior high school level and continuing on to the post-secondary and adult education program levels. The Branch provides adult and vocational education services to eligible recipients in the District of Columbia. It provides technical assistance to the instructional staff of workplace literacy programs set up by local service providers and businesses.

WORK RELATES TO: employee training, workplace literacy; CONFERENCES: citywide vocational and adult education conference held annually, 900-1,000 participants.

Division of Adult Education and Literacy
Office of Vocational and Adult Education, U.S. Department of Education, 330 C Street, SW, Switzer Building, Room 4428, Washington, DC 20202-7240, 202/205-9872, fax: 202/205-8973

The Division of Adult Education and Literacy administers a number of federal programs. Basic Grants to States provides states with funding to operate programs for adults who lack the basic skills to function effectively in the workplace and in their daily lives. The Workplace Literacy Partnerships Program provides assistance for demonstration projects that teach literacy skills needed in the workplace. National Programs provides funding for research and evaluation studies in the field of adult education and literacy. The State Literacy Resource Center Program links the National Institute for Literacy with literacy service providers. Literacy Programs for State and Local Prisoners and Adult Education for the Homeless support literacy programs for target groups of participants. In addition to these federal programs, the Division maintains cooperative and consultative relations with federal, state, and local agencies that provide basic skills services.

GEOGRAPHIC COVERAGE: national; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: national information on issues and trends in adult education and literacy; PUBLICATIONS: *A.L.L. Points Bulletin* (bi-m.), reports on promising practices in adult education.

Employment and Training Administration — ETA
U.S. Department of Labor, 200 Constitution Avenue, NW, Washington, DC 20210, contact: Bureau of Apprenticeship and Training, 202/219-5921; School to Work, 202/401-6222; Skill Standards, 202/208-7018; Pilots and Demonstrations, 202/219-4691; Research, 202/219-8660.

The U.S. Department of Labor Employment and Training Administration (ETA) is responsible for administering employment services, job training, and unemployment insurance programs. ETA programs that focus on the training of new and currently employed workers include the Registered Apprenticeship Program, and the national School-to-Work and Skills Standards Programs which are jointly administered by ETA and the U.S. Department of Education. ETA's Office of Work-Based Learning has provided funding for several demonstration and pilot projects that focus on workforce development for currently employed workers. The National Workforce Assistance Collaborative, operated through a grant to the National Alliance of Business, is designed to increase the availability of effective workplace and workforce development tools. "Learning Consortia" demonstration projects explore the effectiveness of consortia as vehicles to improve companies' abilities to define training needs, access training providers, and share curriculum and other resources. Projects with the American Association of Community Colleges and the U.S. Department of Commerce's National Institute of Standards and Technology are designed to improve communication and resource sharing among community colleges and increase the capacity of manufacturing extension centers to provide and/or broker workforce development services for small and mid-sized companies. ETA is a sponsor of the National Jobs Analysis Study, a major research effort to assess the skill levels of the American workforce. Two surveys conducted through the Bureau of Labor Statistics will provide information on company-based training.

GEOGRAPHIC COVERAGE: national; WORK RELATES TO: employee training, work restructuring, workplace literacy; PUBLICATIONS: *School to Work Opportunities: An Owners Guide; School to Work Connections: Formulas for Success; School to Work Opportunities Fact Sheet; Voluntary Skills Standards and Certification Fact Sheet; National Skills Standards Board Legislative Fact Sheet; Voluntary Skills Standards and Certification.*

Federal Mediation and Conciliation Service — FMCS
2100 K Street, NW, Washington, DC 20427, 202/606-8100, fax: 202/606-4251.

FMCS is an independent agency that works to prevent or minimize interruptions of the free flow of commerce growing out of labor disputes. It was created by the Taft-Hartley Labor Relations Act of 1947. FMCS mediators work with management and unionized labor to resolve conflicts in collective bargaining disputes, and to improve communications and prevent future contract disagreements. Mediators also resolve contract issues between public employees — such as police officers, fire fighters, and teachers — and their employers, and resolve regulatory disputes involving federal agencies.

YEAR FOUNDED: 1947; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: labor-management relations.

Florida Bureau of Adult and Community Education
Department of Education, 1244 FEC Building, 325 W. Gains Street, Tallahassee, FL 32394-0400, 904/488-8201, fax: 904/487-6259, contact: Liza McFadden, program director.

The Florida Bureau of Adult and Community Education provides adult education services through community colleges and public schools. These educational institutions hold workforce education (literacy) classes at businesses.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1989; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, access to public; CONFERENCES: literacy conference and the adult and community educators' conference, targets teachers and administrators, includes a workforce education symposium, held annually, 1,000 participants.

Florida Enterprise
Department of Commerce, Room 466, Collins Building, 107 W. Gaines Street, Tallahassee, FL 32399-2000, 904/922-8645, fax: 904/922-0482, contact: Judy Culbreath, program director.

Florida Enterprise, Florida's quick response and training program, provides financial assistance to businesses for training programs. It targets its funding on entry-level employees of new employers, but existing employers may qualify for assistance if the whole nature of their businesses are changing, as during downsizings. Employers can use their grants to hire local training providers at vocational-technical or community colleges, or outside consultants to oversee their training programs. Generally, companies work with the training providers to develop the training materials. Enterprise funds cannot be used to pay for trainees' wages.

YEAR FOUNDED: 1993; BUDGET: $5M for training; WORK RELATES TO: employee training.

Georgia Office of Adult Literacy and Workplace Programs
Department of Technical and Adult Education, 1800 Century Place, NE, Suite 400, Atlanta, GA 30345-4304, 404/679-1628, fax: 404/679-1630, contact: Lynn Moore, state coordinator.

The Georgia Office of Adult Literacy and Workplace Programs funds workplace literacy programs across the state. The Office also promotes the Georgia State Basic Skills Tax Credit. This credit covers one-third of the cost of a company's basic skills program or $150 per student, whichever is less.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1988; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: state adult literacy conference held annually in February, 2,500 participants.

Georgia Quick Start Program
Department of Technical and Adult Education, 1800 Century Place, NE, Suite 400, Atlanta, GA 30345-4304, 404/679-1703, fax: 404/679-1710, contact: Keith Johnson.

The Georgia Quick Start Program provides training assistance to new or expanding businesses and to existing businesses in industries that are adopting new technologies or are engaged in workplace reengineering. Quick Start custom designs, develops, and delivers training on site to client companies in such areas as job specific, productivity enhancement, human resource development, and work restructuring. Quick Start uses state technical institutes to deliver some training services, though instructors may be institute faculty, company personnel, or Quick Start staff. Quick Start also offers work restructuring services.

YEAR FOUNDED: 1967; BUDGET: $7M; WORK RELATES TO: employee training, work restructuring.

Georgia Tech Economic Development Institute — EDI
430 10th Street, NW, Suite N112, Atlanta, GA 30318, 404/894-5240, fax: 404/894-1826.

EDI offers economic development programs in new enterprise development, industrial outreach, technology transfer, technology and science policy, and work restructuring, including ISO 9000. Although EDI is new, it is the umbrella organization for several other entities that have a solid record of accomplishment. The Industrial Extension Service assists more than 1,000 companies and communities each year through regional offices. The Advanced Technology Center works with some two dozen start-up firms in any one year, and in 1992, its member and graduate firms posted $195.8 million in revenues and provided 1,294 jobs. The Georgia Procurement Assistance Center has helped 1,200 Georgia firms compete in the federal marketplace since its inception in 1985.

YEAR FOUNDED: 1993; WORK RELATES TO: work restructuring.

Hawaii Community Education Section
Department of Education, Hahione Elementary School, 595 Pepeekeo Street, H-2, Honolulu, HI 96825, 808/395-9451, fax: 808/395-1826, contact: Ruth Chung.

The Hawaii Community Education Section provides its workforce literacy services through 11 community schools, each of which develops its own programs in response to local businesses needs. The Section has a large English as a Second Language component, and offers specialized training programs in the hospital, hotel, food preparation, and farm industries.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1991-92; BUDGET: $1M; WORK RELATES TO: workplace literacy.

Hawaii Department of Business, Economic Development and Tourism
P.O. Box 2359, Honolulu, HI 96804, 808/586-2355, fax: 808/587-2787.

The Hawaii Department of Business, Economic Development and Tourism is developing "quality of service" training for the visitor industry, which is 40 percent of the state's economy. To develop this training, the Department has worked with Motorola University to define the visitor experience and will develop benchmarks companies can use to gauge the performance of workers in the visitor industry. The Department is planning to offer "train-the-trainer" workshops to companies to prepare their staffs to train their own employees.

YEAR FOUNDED: 1987; BUDGET: $44.5M; WORK RELATES TO: work restructuring.

Hawaii Employment and Training Fund Program
Department of Labor and Industrial Relations, 830 Punchbowl Street, Room 321, Honolulu, HI 96813, 808/586-8864, fax: 808/586-9068.

The Hawaii Employment and Training Fund Program funds business-specific, upgrade, new occupational skills, and management skills training. Industry groups, business associations, business consortiums, individual businesses, non-profit organizations, and government agencies (partnering with or representing private companies) are eligible for assistance. Projects funded must: meet a training need in the community, address a critical business concern, not duplicate existing training projects, and be consistent with the long-term goals of the businesses involved. The projects must also eventually become self-sufficient, have dollar or in-kind support from those proposing training, and include a detailed line-item budget. Training is funded in full for groups of businesses. When an individual business or business new to the state is funded, a 50 percent match is required.

YEAR FOUNDED: 1991; WORK RELATES TO: employee training.

Human Resources Development Institute — HRDI
815 16th Street, NW, Suite 405, Washington, DC 20006, 202/638-3912, fax: 202/347-8941.

HRDI operates within the AFL-CIO and helps unions negotiate training funds, initiate quality training, assist dislocated workers and workers with disabilities, and access public grants for union training programs. It works to assure full labor participation in employment and training programs funded under the Job Training Partnership Act. In addition, HRDI sponsors a demonstration program to develop effective ways of improving workers' skills through structured work place training.

YEAR FOUNDED: 1968; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: employee training, labor-management relations, work restructuring, workplace literacy; PUBLICATIONS: *Accountability* (q.), *Financial Newsletter* (q.), *HRDI Advisory* (bi-m.), *Job Training Update* (m.); CONFERENCES: periodic.

Idaho Division of Adult Education
Department of Education, Len B. Jordon Office Building, P.O. Box 83720, Boise, ID 83720-0027, 208/334-2187, fax: 208/334-2228, contact: Dr. Shirley Spencer, director.

The Idaho Division of Adult Education administers adult education, including workplace literacy, for the state. It provides most of its workforce literacy services through post-secondary vocational technical institutes located on college campuses. These institutes have sponsored quite a few informal workplace literacy partnerships with small businesses, and are beginning to develop larger, more formal programs customized to the multiple job categories present in larger companies. The Division holds a national workplace literacy grant jointly with the state's Department of Vocational Education. The extensive interaction between educational institutions and business required by the grant has strengthened relationships between educational institutions and businesses in the state.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1988; BUDGET: $290K state; $1.37M federal; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: summer adult education conference held annually in conjunction with the state vocational education conference, 90-120 participants.

Idaho Post-Secondary Short-Term Training
State Division of Vocational Education, 650 West State Street, Boise, ID 83720-0095, 208/334-3216, fax: 208/334-2365.

Idaho Post-Secondary Short-Term Training helps new or expanding industries train front-line workers and provides some work restructuring training. Although it has no formal business assistance program, it has set aside $100,000 to pay for trainers or cover the costs of instructional supplies and materials. Companies receiving assistance may use company personnel, community college instructors, or independent consultants as trainers, though consultants are generally not used. Companies interested in training assistance must apply in cooperation with a regional applied technology institution.

YEAR FOUNDED: 1977; BUDGET: $435K; WORK RELATES TO: employee training, work restructuring; CONFERENCES: spring and summer.

Idaho Total Quality Institute
10332 Fairview Avenue, Suite 202B, Boise, ID 93704, 208/322-6032.

The Idaho Total Quality Institute is a membership organization comprised of both private and public sector representatives which promotes total quality management. The Institute conducts ISO 9000 workshops, and provides companies with benchmarking assistance. In 1995, the Institute will start bestowing non-monetary quality awards to Idaho firms in the categories of large business, small business, manufacturing, and non-manufacturing.

YEAR FOUNDED: 1991; MEMBERS: 190 individuals from manufacturing and services companies, education, government, and health care; WORK RELATES TO: work restructuring; CONFERENCES: biannual conferences, 200 attendees, monthly membership meetings open to the public.

Illinois Adult Education and Literacy Section
Department of Adult, Vocational and Technical Education, State Board of Education, 100 N. First Street, Room C-418, Springfield, IL 62777, 217/782-3370, fax: 217/782-9224, contact: Gary Dickerson.

The Illinois Adult Education and Literacy Section supports workplace literacy programs by funding workplace literacy partnerships between service providers and businesses. The Section provides grants of up to $10,000, primarily to partnerships including small and mid-sized businesses. Partnerships must make at least a dollar for dollar match. The Section makes state general revenue funds of $500,000 available annually for grants to the partnerships.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1988-89; BUDGET: $1.8M; WORK RELATES TO: workplace literacy; CONFERENCES: three annual meetings for administrators and teachers, 300 participants.

Illinois Industrial Training Program
Department of Commerce and Community Affairs, 620 East Adams, Springfield, IL 62702, 217/785-6284, fax: 217/524-3701 AND Department of Commerce and Community Affairs, James R. Thompson Center, 100 W. Randolph, Suite 3-400, Chicago, IL 60601, 312/814-2354, fax: 312/814-2370.

The Illinois Industrial Training Program funds two types of activities. First, it reimburses half of the training costs (instructor's salaries, materials, and tuition) for new or expanding businesses with unique training needs. Second, it funds training for groups of companies through business organizations (such as the Illinois Manufacturers' Association or the Society of Plastics Industries), or the state community colleges (which support companies in their education districts). The Chicago site of the Illinois Industrial Training Program also offers work restructuring assistance, including help with reengineering, registering for ISO 9000, total quality management, and team building. Although the Illinois Industrial Training Program focuses its services on manufacturers, all Illinois firms are eligible for services. Applications are available from either the Chicago or Springfield office. Applicants should include their work restructuring plans and the implications of these plans for training costs in their application.

YEAR FOUNDED: 1979; BUDGET: $15M; WORK RELATES TO: employee training, work restructuring.

Illinois Labor-Management Program
Illinois Department of Commerce and Community Affairs, 620 East Adams Street, Springfield, IL 62701; 217/785-6219, fax: 217/875-6454.

The Illinois Labor-Management Program provides grants for developing and supporting the state's 12 local labor-management committees. The Program provides each committee with a $287,800 operations grant, which it must match with its own funds, and operates specialized education and training programs for them. The Program also conducts research on labor-management trends, serves as liaison on labor-management issues to other organizations, and disseminates information on labor-management issues.

WORK RELATES TO: labor-management relations; PUBLICATIONS: biannual report on committee activities and on recommendations to enhance labor-management relations in the state; CONFERENCES: biannual labor-management conference.

Illinois Literacy Resource Development Center — ILRDC
209 West Clark Street, Champaign, IL 61820, 217/355-6068, fax: 217/355-6347.

ILRDC is a public/private nonprofit organization that provides literacy services throughout Illinois. ILRDC offers services to bridge the gap between federal and state organizations and local literacy providers. It creates resource development strategies, communicates and organizes information, and delivers technical assistance and guidance as requested. ILRDC studies the problems of literacy, and works on formulating and implementing literacy policy and translating theory into practice. It also helps grassroots-level providers to be successful.

WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: annual report; CONFERENCES: annual conference.

Illinois Secretary of State Literacy Office
431 South 4th Street, Springfield, IL 62701, 217/785-6926, fax: 217/785-6927, contact: Ann Belletire.

The Illinois Secretary of State Literacy Office, under Secretary of State George H. Ryan, provides a variety of

resources to meet the education and training needs of Illinois businesses. To upgrade employees' job-related basic skills, it provides workplace literacy matching grants of up to $10,000 to businesses working in partnership with educational providers to offer literacy training. Most of the businesses awarded grants are small to mid-sized firms. The office also facilitates the Workforce Education Business Roundtable, a business network dedicated to improving company workforce education programs. The Office administers the GED Business and Labor Partners Program, which enrolls partners with a commitment to helping workers acquire the GED diploma. The statewide Illinois Literacy Council's "Promoting Literacy in the Workplace Committee," co-chaired by the Illinois State Chamber of Commerce and the Illinois State AFL-CIO, and staffed by the Literacy Office, provides leadership and guidance on workplace literacy issues. The Office recently established a Workplace Education Training Institute that makes formalized training available to workplace education providers as well as business training personnel.

WORK RELATES TO: workplace literacy; PUBLICATIONS: "*Workplace Literacy: How to Get Started*" booklet, a training poster, a video, a report describing the results of a private sector survey of 1,340 Illinois firms, a statewide directory of workplace education providers that was developed in response to business requests for information about educational providers' services; CONFERENCES: annual workforce education conference featuring current workplace literacy programs and best practices.

Indiana Business Modernization and Technology Corporation
1 North Capitol Avenue, Suite 925, Indianapolis, IN 46204, 317/635-3058, fax: 317/231-7095.

The Indiana Business Modernization and Technology Corporation is a state nonprofit organization that provides assistance in business, management, technology, and manufacturing to small and mid-sized companies. The Corporation performs comprehensive company assessments, identifies areas for improvement, provides total quality management assistance, conducts productivity and process redesign activities, provides reengineering, and identifies resources for ISO 9000. The Corporation brings together resources from universities, technology outreach organizations, local economic development organizations, and private for-profit firms and consultants (sometimes at no cost) to support company change efforts.

YEAR FOUNDED: 1983; BUDGET: $5.5M; WORK RELATES TO: work restructuring; PUBLICATIONS: *BMT Newsletter* (m.).

Indiana Office of Workforce Literacy
Department of Workforce Development, 10 North Senate, Indianapolis, IN 46204, 317/233-3354, fax: 317/233-4793, contact: Patricia Moss.

The Indiana Office of Workforce Literacy brokers workforce literacy services between business or labor and educational providers in order to set up workplace literacy programs. The Office also provides competitive grants directly to educational institutions, which set up workforce literacy projects, and guides businesses to appropriate literacy project sites.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1990; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, public access, no charge.

Indiana's Training 2000 Program
Department of Business and Industry, Ivy Tech College, One West 26th Street, Indianapolis, IN 46208, 317/921-4950, fax: 317/921-4900.

The Indiana Training 2000 Program reimburses companies for up to 50 percent of the eligible costs of a wide variety of training programs. The reimbursement level for the training of new hires is evaluated on a case-by-case basis, but there is a $200,000 cap for training funds for existing workers at a single firm. The Program will pay for trainers' wages, Indiana public or private school tuition, and contracts for vendor trainers and training seminars. Travel expenses for trainers and trainees are limited to 30 percent of the training budget. Ivy Tech College administers Indiana's Training 2000 Program under a contract with the state Department of Commerce. In addition to administering the Program, the college offers training in basic skills, transferable skills, company specific skills, and quality assurance skills, including such work restructuring skills as statistical process control, total quality management, and ISO 9000.

YEAR FOUNDED: 1988; BUDGET: $11M; WORK RELATES TO: employee training, work restructuring.

Industrial Relations Research Association — IRRA
7226 Social Sciences Building, University of Wisconsin, Madison, WI 53706-1393, 608/262-2762, fax: 608/265-4591.

IRRA is a membership organization for both academics and practitioners in the field of industrial relations and human resources. IRRA is involved in multi-faceted areas of industrial relations such as: labor-management relations, academic research and education, human resources and personnel, union administration, employee training and development, dispute resolution, and labor markets and economics.

YEAR FOUNDED: 1947; GEOGRAPHIC COVERAGE: national; MEMBERS: 5,000 individuals; MEMBERSHIP: $52/yr; WORK RELATES TO: employee training, labor-management relations; PUBLICATIONS: *IRRA Newsletter* (q.), *Proceedings*, (semi-a.), *Volume of Research* (a.), *Membership Directory* (quadrennial); CONFERENCES: semi-annual meetings held in the spring and winter.

Institute for the Study of Adult Literacy — ISAL
The Pennsylvania State University, College of Education, 204 Calder Way, University Park, PA 16801-4756, 814/863-3777, fax: 814/863-6108.

ISAL conducts literacy research, development, and dissemination activities. The Institute stresses the importance of connecting research to improving practice; each research project results in a practical application in the field, including staff development activities, curriculum and instruction materials development, policy recommendations, and dissemination of research findings through Institute publications. The Institute's projects address interrelated issues in adult literacy such as: computer-based instruction, workplace literacy, intergenerational literacy, staff development and training, special needs populations, and customized material development.

GEOGRAPHIC AREA: national; WORK RELATES TO: workplace literacy.

Institute of Electrical and Electronics Engineers — IEEE
345 East 47th Street, New York, NY 10017-2395, 212/705-7900, fax: 212/752-4929.

IEEE is a professional society for professionals or students in electrical and electronics engineering. IEEE produces technical information on electrical and electronics engineering for its members, libraries, and technical societies. IEEE offers continuing education programs through self-study courses and video tapes.

YEAR FOUNDED: 1884; GEOGRAPHIC COVERAGE: national; MEMBERS: 320,000 individuals; WORK RELATES TO: employee training; PUBLICATIONS: *The Institute Newsletter* (m.), *Spectrum Magazine* (m.), *Proceedings* (m.), *IEEE Potentials* (q.); CONFERENCES: annual technical show and conference.

Institute of Industrial Engineers — IIE
25 Technology Park, Norcross, GA 30092, 404/449-0461, fax: 404/263-8532.

IIE is a professional society of industrial engineers and students concerned with the design, improvement, and installation of integrated systems of people, materials, equipment, and energy. It draws upon specialized knowledge and skills in the mathematical, physical, and social sciences and combines them with the principles and methods of engineering analysis and design. IIE provides continuing education for engineers through numerous conferences and seminars across the country on topics such as productivity and quality improvement, and enhancing industrial skills.

YEAR FOUNDED: 1948; GEOGRAPHIC COVERAGE: national; MEMBERS: 30,000 individuals; MEMBERSHIP: $90/yr; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *IIE Magazine* (m.), *Industrial Management* (bi-m.), *IIE Transactions* (bi-m.), *The Engineering Economist* (q.); CONFERENCES: annual *International Industrial Engineering Conference*, annual *Industrial Engineering Research Conference*.

International Association for Continuing Education and Training — IACET
1101 Connecticut Avenue, NW, Suite 700, Washington, DC 20036, 202/857-1122, fax: 202/223-4579.

IACET is a membership organization comprised of educational institutions, hospitals, professional societies, and other organizations providing continuing education. IACET works to strengthen educational and professional standards in the field of continuing education and training, and ensures continuity in the development of the continuing education unit and consistency in its application.

YEAR FOUNDED: 1977; GEOGRAPHIC COVERAGE: national; MEMBERS: 550 individuals; WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: *IACET Reporter Newsletter* (q.), *CCEU Reporter* (q.); *Members of the Council* (a.), *Principles of Good Practice in Continuing Education, CEU Criteria and Guidelines;* CONFERENCES: annual conference.

International Association of Machinists and Aerospace Workers — IAMAW
9000 Machinists Place, Upper Marlboro, MD 20772, 301/967-4500, fax: 301/ 967-4588.

IAMAW is a labor union representing machinists and aerospace workers. It works to assure union members of equal pay for equal work regardless of sex, race, or national origin; a safe, healthful workplace; joint apprenticeship training and retraining on the job; cost-of-living escalators that raise wages with living costs; and paid sick leave and life insurance for workers.

YEAR FOUNDED: 1888; GEOGRAPHIC COVERAGE: international; MEMBERS: 750,000 individuals; MEMBERSHIP: $326/yr minimum; CHAPTERS: locals; WORK RELATES TO: employee training, labor-management relations; PUBLICATIONS: *The Machinist* (m.); CONFERENCES: quadrennial meetings held in the fall.

International Brotherhood of Electrical Workers — IBEW
1125 15th Street, NW, Washington, DC 20005, 202/833-7000, fax: 202/467-6316.

IBEW is a labor union representing people in all b-ranches of the electrical industry. IBEW promotes progressive programs in labor-management cooperation, skills training, organizing, and membership education through various workshops, conferences, and regional meetings.

YEAR FOUNDED: 1891; GEOGRAPHIC COVERAGE: international; MEMBERS: 925,000 individuals; CHAPTERS: locals; WORK RELATES TO: employee training, labor-management relations; PUBLICATIONS: *IBEW Journal* (m.); CONFERENCES: quadrennial meetings.

International Personnel Management Association — IPMA
1617 Duke Street, Alexandria, VA 22314, 703/549-7100, fax: 703/684-0948.

IPMA is a membership organization that seeks to improve government personnel practices. It provides testing services, advisory services, conferences, professional development programs, research, and publications. IPMA also sponsors seminars and workshops on various phases of public personnel administration.

YEAR FOUNDED: 1973; GEOGRAPHIC COVERAGE: international; MEMBERS: 4,500 individuals, 1,400 agencies; MEMBERSHIP: $85/yr individual, corporate membership fees vary; WORK RELATES TO: employee training, labor-management relations; PUBLICATIONS: *IPMA News* (m.), *Agency Issues* (bi-w.), *Public Personnel Management* (q.); CONFERENCES: annual conference held in the fall.

International Standards Initiative — ISI
P.O. Box 1202, Issaquah, WA 98027-1202, 206/392-7610, fax: 206/392-7630.

ISI acts as a clearinghouse on ISO 9000-related information and offers seminars, training programs, business-to-business networking, and assessment or certification services. Membership is open to all organizations and individuals. Most members are from the manufacturing, high tech, aerospace, and service industries, and the education and government sectors. ISI is co-sponsored by the Washington Department of Community, Trade and Economic Development, and the U.S. Department of Commerce.

GEOGRAPHIC COVERAGE: international; MEMBERS: 330 individuals and organizations; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *ISO 9000 Resource Directory, ISI Update* (q.); CONFERENCES: monthly informational meetings.

Iowa Division of Adult Education
Department of Education, Grimes State Office Building, Des Moines, IA 50319-0146, 515/281-3671, fax: 515/281-6544, contact: Donald Wedergiest, chief.

The Iowa Division of Adult Education oversees local educational institutions in the delivery of adult education and literacy programs for the state of Iowa. These local educational institutions work independently with businesses on workforce literacy. The educational institutions provide the businesses with a customized curriculum, instruction, and materials. The businesses provide classroom space and half or full release time for employee trainees. Training costs are covered by the state adult basic education grant for employees who do not have a high school diploma. Businesses pay the equivalent of tuition to the educational institutions for employees who have graduated from high school. Interested businesses should contact a local secondary school for assistance in setting up a workforce literacy program.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1990; BUDGET: $2.8M for adult education; WORK RELATES TO: workplace literacy; CONFERENCES: Iowa Association for Lifelong

Learning Staff Development Workshop held annually, 200 participants; Missouri Valley Adult Education Association held in the spring, 300-400 participants.

Iowa Industrial New Jobs Training Program
Bureau of State Programs, Division of Workforce Development, Department of Economic Development, 200 East Grand Avenue, Des Moines, IA 50309, 515/281-9017, fax: 515/281-9033.

The Iowa Industrial New Jobs Training Program provides technical training services to businesses expanding or moving to Iowa. The Program arranges for community colleges to work with businesses to develop training plans and hire instructors. Instructors may be company personnel, independent consultants, or college faculty. The Program sometimes covers the costs of sending workers out of state or abroad to learn new processes. The Program is funded through the sale of training bonds.

YEAR FOUNDED: 1983; BUDGET: $20M; WORK RELATES TO: employee training; PUBLICATIONS: annual report.

Iowa Labor-Management Program
Iowa Department of Economic Development, 150 Des Moines Street, Des Moines, IA 50309, 515/281-9018, fax: 515/281-9033.

The Iowa Labor-Management Program encourages strong labor-management relationships in the state. The Program provides training funds to a labor-management partnership to implement employee-involvement training, and funds six labor-management committees. In the past, these six labor-management committees have established company-based labor-management committees, provided educational seminars on such subjects as pre-retirement planning, developed a plan for a school-to-work youth apprenticeship program, conducted a workplace needs assessment survey, collaborated with state agencies on labor-management issues, created a labor-management training institute for the southern Iowa area, and established three multi-employer and multi-union workplace issue networks to help build existing workplace labor-management committees.

YEAR FOUNDED: 1988; BUDGET: $128K; WORK RELATES TO: labor-management relations; CONFERENCES: annual conference.

Kansas Adult Education Division
Department of Education, 120 E. 10th Street, Topeka, KS 66612, 913/296-3191, fax: 913/296-7933, contact: Janet Stoats.

The Kansas Adult Education Division oversees local adult education programs operated by community colleges, community-based organizations, and school districts. The Division does not earmark funds for workplace literacy programs at the state level, rather local program directors work with businesses to set up programs. Businesses are required to contribute to the programs, and these local program directors negotiate the business contribution. The Division's Workforce Education Consortium provides networking opportunities and staff development for service providers and businesses interested in workforce literacy.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1990; WORK RELATES TO: workplace literacy; CONFERENCES: summer institute held annually, 350-400 participants; Kansas Adult Education Association Conference held semi-annually.

Kansas Quality Improvement Network
Wichita State University Box 48, Wichita, KS 67260-0048, 316/689-3033, fax: 316/689-3845.

The Kansas Quality Improvement Network helps state businesses improve their products by maintaining a database of independent or college-based consultants on quality and providing free referrals to businesses.

YEAR FOUNDED: 1991; BUDGET: $65K; WORK RELATES TO: work restructuring.

Kansas Workforce Training
Kansas Department of Commerce and Housing, 700 S.A. Harrison, Suite 1300, Topeka, KS 66603-3712, 913/296-5298, fax: 913/296-3490.

Kansas Workforce Training helps state businesses train new workers and retrain existing workers by providing training grants, helping companies design programs, and brokering with community colleges and technical schools to obtain instructors. In order for companies to obtain grants, their program designs must first be approved by Workforce Training. Workforce Training grants can be used for such training expenditures as the costs of instruction, materials, and supplies. To be

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eligible for assistance, companies must add at least five new workers earning a minimum of $6.00 per hour, or must be acting to retain workers.

YEAR FOUNDED: 1972; BUDGET: $6M; WORK RELATES TO: employee training.

Kentucky Business and Technology Branch
Kentucky Cabinet for Economic Development, Capital Plaza Tower, 22nd Floor, 500 Mero Street, Frankfort, KY 40601, 502/564-7670, fax: 502/564-3256.

The Kentucky Business and Technology Branch promotes a number of initiatives in the areas of quality and work restructuring. The Kentucky Technology Service, funded by a federal Technology Reinvestment Program Grant, provides off-the-shelf and customized technical, productivity, and managerial assistance to small and mid-sized firms. University research initiatives, supported by the Kentucky Research and Development Infrastructure Fund, are linked to the state's economic development plan and examine productivity and quality in Kentucky's industries.

YEAR FOUNDED: 1985; BUDGET: $626K; WORK RELATES TO: work restructuring; CONFERENCES: in the areas of research, innovation, and telecommunications.

Kentucky Department of Adult Education and Literacy
Workforce Development Cabinet, Capitol Plaza Tower, 500 Mero Street, Frankfort, KY 40601, 502/564-4062, fax: 502/564-5316, contact: Wilburn Pratt.

The Kentucky Department of Adult Education and Literacy administers literacy and adult education programs for the state. It funds a functional context workplace literacy program through a $250,000 Workplace Essential Skills Program. Eight regional workplace specialists working with four mobile computer labs will be brought on in July 1995 to help provide literacy services.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1992; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, access to public, no charge; CONFERENCES: annual adult education conference, 1,000 participants.

Kentucky Office of Labor-Management Relations
Kentucky Labor Cabinet, 1047 U.S. 127 South, Suite 4, Frankfort, KY 40601, 502/564-7127, fax: 502/564-5387, contact: Gary Moberly.

The Kentucky Office of Labor-Management Relations encourages labor-management communications. It supports a labor-management advisory council, consisting of eight management and eight labor leaders, which meets quarterly on topics such as unemployment insurance, workers' compensation, education, and occupational safety and health. The council's recommendations have lead to major reforms in Kentucky's laws. The Office also provides technical support to 13 community-based labor-management committees, which provide assistance in areas ranging from moving to a high performance workplace to training in communications and teams. A one-year labor-management matching grant program, established in 1990, provides up to $10,000 for projects based at work sites or at institutions of higher learning, and $15,000 for community-based projects.

YEAR FOUNDED: 1984; BUDGET: $375K; WORK RELATES TO: labor-management relations; PUBLICATIONS: *New Paradigms* (q.); CONFERENCES: annual labor-management conference.

Kentucky TECH
Department for Technical Education, Workforce Development Cabinet, Capital Plaza Tower, 3rd Floor, 500 Mero Street, Frankfort, KY 40601, 502/564-4286, fax: 502/564-5316.

Kentucky TECH offers companies two services to meet their training needs. First, it develops and delivers single session, fast response, and several session, sequenced, short-term customized training programs. Second, it funds upgrade, entry-level, and advanced training. Kentucky TECH provides regional training and development coordinators to help new or expanding industries develop training proposals for funding by Kentucky TECH. These proposals could also be submitted to the Bluegrass State Skills Corporation for funding.

YEAR FOUNDED: 1938; BUDGET: $100M; WORK RELATES TO: employee training; PUBLICATIONS: course catalog; CONFERENCES: biannual summer vocational education state conference, and many smaller conferences.

Literacy Volunteers of America — LVA
5795 Widewaters Parkway, Syracuse, NY 13214, 315/445-8000, fax: 315/445-8006.

LVA is a volunteer organization providing a variety of literacy services including tutoring and other educational services, and English as a Second Language training.

LVA works to encourage and assist other organizations and individuals who are committed to a literate society. LVA volunteers, supported by professional staff, serve as tutors, tutor trainers, secretaries, administrators, planners, and communicators, and in other functions necessary to the organization's mission.

YEAR FOUNDED: 1962; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: workplace literacy; PUBLICATIONS: numerous training and tutoring materials, including ESL materials, occupational literacy, motivational and pleasure reading for students, and corrections tutoring; CONFERENCES: annual conference held in the fall.

Louisiana Adult and Community Education
Department of Education, P.O. Box 94064, Baton Rouge, LA 70804-9064, 504/342-3510, fax: 504/342-5736, contact: Glenn Gossett, state director.

Louisiana Adult and Community Education administers funds for adult education and literacy programs in Louisiana, delivering services through the state's 66 school systems. The school systems that offer workplace literacy programs hold classes at both companies and school district learning centers. Participating businesses are required to contribute to these programs, and many make in-kind contributions such as equipment (computers) and release time for employees' training. Adult and Community Education has responsibility for evaluating the local programs.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1976; BUDGET: $10M for adult education; WORK RELATES TO: workplace literacy; CONFERENCES: annual statewide meeting of state literacy employees, private literacy providers, and literacy volunteers, 80 participants.

Louisiana Quick Start Industrial Training Program
Louisiana Department of Education, Bureau of Post-Secondary Vocational Education, P.O. Box 94064, Baton Rouge, LA 70804, 504/342-3343, fax: 504/342-3998.

The Louisiana Quick Start Industrial Training Program works with 44 technical institutes to provide training for new jobs in new and expanding companies. The Program coordinates the provision of services with the state Department of Economic Development and other economic development agencies. All Program funds are channeled through the technical institutes, which provide services to businesses. The institutes help the companies write a training proposal and present it to the state Department of Education for approval, design the curriculum, produce the training manuals, and provide materials and supplies. Training may be held on company property or at one of the technical institutes. Work restructuring services can be provided to new employees but cannot be provided to upgrade existing employees. The Program does not pay for trainee salaries, but the company may use Job Training Partnership Act funds to pay them.

YEAR FOUNDED: 1988; BUDGET: $700K; WORK RELATES TO: employee training, work restructuring.

Maine Adult and Community Education
Department of Education, State House, State 23, Augusta, ME 04333, 207/287-5854, fax: 207/287-5894.

Maine Adult and Community Education provides state and federal adult literacy funds to local adult education units. These local units use these funds, along with local monies, to independently plan and deliver literacy and workplace literacy programs. In 1994, Adult and Community Education surveyed businesses to determine workplace literacy needs and better target its workplace literacy services.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1985; WORK RELATES TO: workplace literacy; CONFERENCES: adult basic education directors and coordinators conference semi-annually; adult education directors meetings three times a year; State Adult Education Association Annual Conference held annually; 2-day summer institute for adult educators.

Maine Bureau of Employment and Training
Maine Department of Labor, State House Station #55, Augusta, ME 04333-0055, 207/287-3377, fax: 207/287-4767.

The Maine Bureau of Employment and Training administers training activities for the state. One of the Bureau's training programs is a network of quality centers located at seven community colleges. Any company creating eight or more new jobs can receive free training for its employees at the centers. Another program, funded jointly by the Bureau and the community college system, is a Health Occupational Training program that involves partnerships with local health care providers. The partnerships look at an area's needs and target training at new or growing health occupations. A third program, the Governor's Contingency Account for Employment and Training,

reimburses employers for costs associated with bringing in trainers, sending people to school or abroad to learn, and providing on-the-job training.

YEAR FOUNDED: 1983; BUDGET: $22.1M; WORK RELATES TO: employee training.

Maryland Adult Education and Literacy Services
State Department of Education, Division of Career, Technical and Adult Learning, 200 W. Baltimore Street, Baltimore, MD 21201, 410/333-2178, fax: 410/333-2099, contact: Patricia Bennett.

Maryland Adult Education and Literacy Services administers adult education, literacy, and workplace literacy programs for the state. It contracts with local educational service providers in various jurisdictions around the state to provide workplace literacy programs, and directly funds some service provider-employer partnerships.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1992; BUDGET: $4.6M; WORK RELATES TO: workplace literacy; CONFERENCES: staff development and training usually held in late summer, 300 participants.

Maryland Alliance for Labor-Management Cooperation
College of Business and Management, University of Maryland, College Park, MD 20742-1815, 301/405-0020, fax: 301/314-9119.

The Maryland Alliance for Labor-Management Cooperation promotes good labor-management relations. It offers seminars and lectures on topics of interest to labor and management, and forms statewide labor-management coalitions on such issues as health and the environment. It helps the state's regions design successful approaches to joint labor-management actions, and provides the regions with technical, administrative, and financial assistance to implement joint labor-management approaches to retaining jobs.

WORK RELATES TO: labor-management relations; CONFERENCES: quarterly workshops and seminars on such topical issues in the field of labor-management cooperation as gainsharing, conflict resolution, building employee involvement, labor-management cooperation, and transformation to a high performance workplace.

Maryland Center for Quality and Productivity — MCQP
CBM/SPA Building, 4th Floor, University of Maryland, College Park, MD 20742, 301/405-7099, fax: 301/314-9119.

MCQP conducts training, technical assistance, and applied research in the areas of quality and productivity improvement. The Center functions as an outreach arm of the University of Maryland's College of Business and Management. MCQP's success in work restructuring is based on its comprehensive approach to total quality as the foundation for continual improvement. MCQP helps senior managers define why total quality is right for their company and how total quality will be implemented in their company. MCQP administers the U.S. Senate Productivity Awards, which are sponsored by the two Maryland Senators. These awards are given to private and public sector organizations for their efforts to improve productivity and quality of their operations. MCQP also administers the Maryland Excellence Awards, which are given out in the categories of small business and education.

YEAR FOUNDED: 1977; GEOGRAPHIC COVERAGE: focus is state, some international; WORK RELATES TO: work restructuring; PUBLICATIONS: *Maryland Workforce Newsletter* (q.); CONFERENCES: annual *Maryland Quality Conference* held in October.

Maryland Division of Business Resources
Department of Economic and Employment Development, 217 East Redwood Street, Baltimore, MD 21202, 410/333-1036, fax: 410/333-1836.

The Maryland Division of Business Resources provides workforce development services to new and existing businesses in Maryland through a number of programs. The Partnership for Workforce Quality provides matching grants to reimburse Maryland businesses (targeting manufacturers with 500 or fewer employees) for the direct costs of training to upgrade the skills of the businesses' current employees. The Maryland Industrial Training Program reimburses businesses for costs associated with new workforce development and training activities necessary in new business start-up and expansion of existing businesses. The Industrial Training Program also includes assistance with site selection, financing, loan packaging, and technology

assistance. The Apprenticeship Training Program helps prepare workers for careers in highly skilled trades and crafts.

YEAR FOUNDED: 1991; WORK RELATES TO: employee training, work restructuring, workplace literacy.

Massachusetts Adult and Community Learning Services
Department of Education (The Commonwealth) Workplace Education, 350 Main Street, 4th Floor, Malden, MA 02148, 617/388-3300, ext. 353, fax: 617/388-3394, contact: Connie Archambeault or Olivia Steele

Massachusetts Adult and Community Learning Services provides workplace literacy services through the Massachusetts Workplace, a consortium of nine partnerships composed of 42 educational institutions and literacy provider organizations from across the state. The consortium provides workplace education at a variety of sites, using the services of local workplace literacy providers who receive support and guidance from consortium contractors with expertise in staff training, educational telecommunications, and computer-assisted instruction.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1991; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: access to anyone involved with workplace education; CONFERENCES: Massachusetts Coalition of Adult Educators held annually, 800 participants.

Massachusetts Strategic Skills Program
Massachusetts Industrial Services Program, The Schrafft Center, 529 Main Street, Suite 400, Boston, MA 02129, 617/727-8158, fax: 617/367-0211.

The Massachusetts Strategic Skills Program funds the Massachusetts Defense Conversion Adjustment Program and the Defense Diversification Program, programs which help small and mid-sized Massachusetts manufacturing companies convert or diversify from defense manufacturing to other lines. To be eligible, companies must have had a minimum of $500,000 or 30 percent of their business in the defense industry over the past five years. Under the programs, companies provide upgrade skills training of non-management employees, and the state matches every dollar spent. Services funded may include training for work restructuring.

YEAR FOUNDED: 1984; BUDGET: $30M; WORK RELATES TO: employee training, work restructuring.

Michigan Jobs Commission
Office of Workforce Development, Victor Office Center, 3rd Floor, N. Washington Square, Lansing, MI 48913, 517/373-6508, job training hotline: 517/373-9808; fax: 517/373-8179

The Michigan Jobs Commission is the largest job retention program in the nation. The work of the Commission is overseen by the state Human Resource Investment Council, which provides policy oversight for all $400 million in state and federal job training programs, serves as a central information point on job training assistance in the state, and provides information over a customer service hotline. The Commission funds local account management teams which broker services between individuals and businesses, and local training providers. These teams directly assist businesses in their regions, and coordinate with local economic and workforce development agencies to provide clients with an integrated approach to meeting their business needs. The hotline or the account management teams can refer individuals or businesses to customized training in occupational and basic educational skills. This training, for both newly hired and existing workers, is available at such institutions as community colleges, intermediate school districts, private industry councils, private proprietary schools, private vendors, and other local agencies. In some cases, these institutions coordinate their delivery of technical training with basic skills education.

YEAR FOUNDED: 1993; BUDGET: $500+M; WORK RELATES TO: employee training, workplace literacy.

Michigan Office of Adult Extended Learning
Department of Education, P.O. Box 30008, Lansing, MI 48909, 517/373-4218, fax: 517/335-3630, contact: Karen Davis, senior policy analyst.

The Michigan Office of Adult Extended Learning oversees the adult education and literacy programs for the state. Although the Office does not operate a formal workplace literacy program, it provides state school aid funding which local adult education units can use to provide both adult basic education and customized basic skills training. Adult Extended Learning sponsors a workplace education workgroup designed to enhance networking opportunities. The workgroup, consisting of 20 to 40 local service providers, business people, and labor representatives, meets monthly.

WORK RELATES TO: workplace literacy; CONFERENCES: annual conference on effective partnerships, 100 participants.

Minnesota Job Skills Partnership
Department of Trade and Economic Development, 500 Metro Square Building, 121 7th Place East, St. Paul MN 55101-2146, 612/296-0388, fax: 612/296-5287/1290.

The Minnesota Job Skills Partnership provides company-specific training and funds companies proposing to implement new methods and materials for training and teaching, such as touch screen laser disk (CD-ROM), Wide Area Networks (WAN), and structured on-site training. In addition, the Partnership may fund work restructuring if it is part of a company's plans for incorporating new training methods. The Partnership also awards training grants of up to $200,000, with a dollar for dollar in-kind or in-cash match, to any business doing business in Minnesota. Businesses develop a training plan with a public or private educational institution and submit it to the state for approval. A 12-member board decides which projects will receive funding. While the Partnership doesn't provide a wage subsidy or tuition reimbursement, its grants do pay for the costs of instruction, materials, and supplies.

YEAR FOUNDED: 1983; BUDGET: $1.6M; WORK RELATES TO: employee training, work restructuring.

Minnesota Labor-Management Partnerships Program
Minnesota Bureau of Mediation Services, 1380 Energy Lane, Suite #2, St. Paul, MN 55108-5253, 612/649-5435, fax: 612/643-3013.

The Minnesota Labor-Management Partnerships Program promotes good labor-management relations and funds local regional and industry-centered labor-management councils. It supports the development and stabilization of worksite labor-management committees or partnerships and it develops and trains health and safety committees at worksites. The Program also offers conflict management and interest-based bargaining training programs.

YEAR FOUNDED: 1986; BUDGET: $91K (excluding grants); WORK RELATES TO: labor-management relations, work restructuring; CONFERENCES: biannual labor-management conference.

Minnesota Technical College System
350 Capitol Square Building, 550 Cedar Street, St. Paul, MN 55101, 612/296-0668, fax: 612/296-4217.

The Minnesota Technical College System provides private industry with work restructuring and total quality training. The System's work restructuring training uses Zenger-Miller materials. Its quality assistance program is the Job Analysis for Continuous Improvement Program, which is used to analyze the training needs of an organization and develop a training plan. The System participates in the Education Professionals in Consortium (EPiC), composed of representatives from Minnesota, Iowa, Alabama, North Dakota, Oregon, Oklahoma and Saskatchewan. EPiC is developing a several-month-long ISO 9000 program to be taught at two-year post-secondary institutions. Train-the-trainer training for the ISO 9000 program, which has received the endorsement of the International Organization for Standardization in Geneva, Switzerland, is planned for April or May 1995.

YEAR FOUNDED: 1986; BUDGET: $25.5M; WORK RELATES TO: work restructuring.

Minnesota Workforce Education Center
1030 University Avenue, St. Paul, MN 55104, 612/293-5988, fax: 612/290-4785.

The Minnesota Workforce Education Center is a voluntary association of the Minnesota Department of Education, the St. Paul Public Schools, and the Literacy Training Network, a network of literacy provider organizations. The Center provides training and technical assistance to literacy service providers interested in operating workforce literacy programs. It also provides awareness building and technical assistance to employers interested in starting a workplace literacy program. No grant funds are available to pay for workforce programs. However, the Center can direct businesses to funding sources.

WORK RELATES TO: workplace literacy; CLEARINGHOUSE: resource library open to providers and businesses; CONFERENCES: Minnesota workforce education conference held annually.

Mississippi Education Research Center
State Board for Community and Junior Colleges, 3825 Ridgewood Road, Jackson, MS 34211, 601/982-6351, fax: 601/982-6365, contact: Walter Howell, director of skills enhancement program.

The Mississippi Education Research Center funds workplace literacy projects in Mississippi through the Skills Enhancement Program. The Enhancement Program supports workforce specialists at 15 community colleges to contact individual businesses and develop customized curricula for them. The Enhancement Program normally covers the cost of instruction as well as the development of curricula. Companies generally pay employees for time spent in literacy training, and in some cases, when the Program does not pay for the instructor, companies also pay for the instructor. Instruction takes place at the company.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1990; BUDGET: $790K for workplace literacy; WORK RELATES TO: workplace literacy; CONFERENCES: annual conference held in Jackson, 250 participants.

Mississippi Industrial Services
Department of Education, Office of Vocational and Technical Education, P. O. Box 771, Jackson, MS 39205, 601/359-3988, fax: 601/359-6619.

Mississippi Industrial Services provides new and expanding businesses with funds for upgrading, retraining, and restructuring services. Work restructuring services include the Zenger-Miller materials, SPC, and quality assurance. Funding eligibility is not contingent on the creation of new jobs. Companies can use funds for instructors, supplies, certain equipment, videos, and development space, and most companies are reimbursed for 100 percent of eligible expenses. Companies can use their own personnel or community college teachers as instructors; private vendors are viewed as too expensive. The state's community colleges oversee the program, handle reimbursements, and provide training assistance. The state's vocational centers are available for classrooms, as are 34 mobile units (six have computers, two have computer numerically controlled equipment, one has sewing machines, and three have welding units).

WORK RELATES TO: employee training, work restructuring; CLEARINGHOUSE: clearinghouse of technical training material — manuals, catalogs, and curricula — in the Research and Curriculum Unit at Mississippi State University, available to vocational instructors and directors, industry can tap into it through college coordinators.

Missouri Department of Economic Development
301 West High, P.O. Box 1157, Jefferson City, MO 65102, 314/751-5095, fax: 314/751-7258.

The Department of Economic Development is embarking on several initiatives to promote quality in the state. It is seeking to modify customized training legislation to allow existing businesses to receive support for quality management training being developed through the community colleges and universities. It is also joining with the Excellence in Missouri Foundation in sponsoring a state quality award. Finally, the Department is helping to support state technology and innovation centers, which offer a variety of reengineering and quality seminars and one-on-one counseling, primarily to manufacturing companies.

YEAR FOUNDED: 1984; BUDGET: $350.4M; WORK RELATES TO: work restructuring.

Missouri Division of Job Development and Training
Department of Economic Development, 2023 Saint Mary's Blvd., Jefferson City, MO 65109, 314/751-7896, fax: 314/751-6765.

The Missouri Division of Job Development and Training funds on-the-job training and classroom training for companies adding net new jobs or making a capital investment in manufacturing. To receive funds for on-the-job training, companies must add a minimum of ten new jobs. For classroom training funds, fewer new jobs are required. The Division contracts with the Private Industry Councils for management of the on-the-job programs. On-the-job training participants need not be Job Training Partnership Act eligible; they must be Missouri residents working as full-time (at least 35 hours per week), permanent employees at the company. The Division works jointly with the Department of Elementary and Secondary Education to review the applications for classroom training support. For classroom training, companies may choose as instructors company personnel, vendors, or faculty from the area vocational-technical school or community college. For both on-the-job and classroom training support, interested companies must submit an application to the Division. Companies are then referred to community colleges which help them develop their training plans. On average, the Division reimburses both programs at the rate of 25-30 percent of eligible costs.

YEAR FOUNDED: 1983; BUDGET: $75M; WORK RELATES TO: employee training.

Missouri Office of Adult Education
Department of Elementary and Secondary Education, P.O. Box 480, Jefferson City, MO 65102, 314/751-0887, fax: 314/526-5710, contact: Elvin Long, director.

The Missouri Office of Adult Education funds local adult education units to deliver adult education and literacy services. Almost every one of these local units provides some workplace literacy services. The Office used a national workplace literacy grant to develop a manual which describes how to set up, initiate, and operate a workplace literacy program. The manual is used statewide to expand the number of workplace literacy programs operating in Missouri.

BUDGET: $7M; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, access to public, workplace literacy resource center in St. Louis; CONFERENCES: annual state adult and community education conference; training institutes and workshops for teachers, literacy coordinators, volunteers, and others.

The Modernization Forum
20501 Ford Road, Dearborn, MI 48128, 313/271-2790, fax: 313/271-2791.

The Modernization Forum is a trade association of organizations that provide hands-on technical assistance to smaller manufacturers. It enhances the technical capabilities, knowledge, resources, and cooperative action of organizations that strengthen America's smaller manufacturers. The Forum promotes cooperation, communication, and new capabilities within the manufacturing network through a wide variety of programs and products. The work of the Forum flows from three core competencies: 1) consortia learning, which helps the directors, managers, staff, and partners of member organizations learn together and from one another; 2) cooperative development, which combines the needs, interests, talents, and resources of its members to develop and deploy capabilities that support manufacturing extension and the nationwide partnership sponsored by the National Institute of Standards and Technology; and 3) collaborative relations, which brings its members together with other organizations and leaders committed to modernization of America's industrial base for an exchange of ideas and cooperative work on manufacturing extension and related issues.

YEAR FOUNDED: 1992; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: work restructuring; PUBLICATIONS: *MODCOMM Newsletter* (q.); CONFERENCES: annual *Modernization Forum*.

Montana Adult Education Division
State Office of Public Instruction, P.O. Box 202501, Helena, MT 59620-2501, 406/444-4443, fax: 406/444-3924, contact: Dr. Bob Ruthemeyer, director.

The Montana Adult Education Division funds adult basic education services in 26 local sites, some of which have satellite offices. At times, some of these local sites operate workplace literacy projects.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1991; WORK RELATES TO: workplace literacy; CONFERENCES: annual statewide meeting of the Montana Association of Adult and Continuing Education, 75 participants.

Montana Department of Commerce
1424 9th Avenue, Capitol Station, Helena, MT 59620-0410, 406/444-3797, fax: 406/444-2903.

The Montana Department of Commerce provides funds for training assistance through seven Small Business Development Centers (SBDCs). Companies interested in assistance direct training proposals to the SBDCs, and the Centers make recommendations to companies on how to improve their proposals and increase their chances of being funded. Companies then submit their proposals to banks for loans. The SBDCs encourage companies to design their training to be delivered by community colleges. However, companies can select community college or university professors, CEOs from other companies, or private vendors to serve as trainers. In addition to providing technical assistance to individual companies, the SBDCs pay for training consultants to teach classes of employees from multiple companies. In these cases, the company or individual pays the SBDCs an enrollment fee.

WORK RELATES TO: employee training; CLEARINGHOUSE: broad library of training materials available at the Small Business Development Center at the Montana Department of Commerce.

National Alliance of Business — NAB
1201 New York Avenue, NW, Suite 700, Washington, DC 20005, 202/289-2888, fax: 202/289-1303, contact: Kay Drake-Jones.

NAB is a business organization dedicated to establishing an internationally competitive American workforce. NAB is an advocate for business on

workforce policy issues in Washington and throughout the nation. It strengthens public and private investments in building the skills of the American workforce and provides business leadership in restructuring America's education system. Funded by a grant from the U.S. Department of Labor, NAB's National Workforce Assistance Collaborative builds the capacity of service providers working with small and mid-sized companies in order to help businesses adopt high-performance work practices, become more competitive, and ultimately advance the well-being of their employees.

YEAR FOUNDED: 1968; GEOGRAPHIC COVERAGE: national; MEMBERS: 3,000 individuals and businesses; CHAPTERS: regional offices in Atlanta, Chicago, Dallas, Los Angeles, and New Brunswick; WORK RELATES TO: employee training, work restructuring; workplace literacy; PUBLICATIONS: *Work America, Business Currents, Technical Report,* and numerous periodicals, particularly on education restructuring and workforce learning initiatives; CONFERENCES: annual workforce development conference held in the fall, 2,000 participants; annual business-education forum held in the spring, 900 participants; dozens of regional conferences and forums in communities throughout the nation which enable business leaders to gain insight and exchange ideas on how to meet critical labor market needs; and several forums that assist individuals who operate the Job Training Partnership Act system.

National Association of Manufacturers — NAM
1331 Pennsylvania Avenue, NW, Suite 1500, North Lobby, Washington, DC 20004-1703, 202/637-3000, fax: 202/637-3182.

NAM is a membership organization established to promote America's economic growth and productivity, particularly in the manufacturing sector. It represents industry's views on national and international problems to government and maintains a public relations program. In addition, NAM reviews current and proposed legislation, administrative rulings and interpretations, judicial decisions, and legal matters affecting industry. NAM fosters improved relations and cooperation between employer and employee, government and industry, and the public and industry. NAM provides access to information specifically for small manufacturers, and provides a mechanism for them to expand their contacts among executives of small, as well as large, businesses. NAM also sponsors meaningful and resourceful small-business conferences. Some of NAM's publications which are relevant to business include *Employee Orientation: Confidence, Pride, and Commitment, Positive Human Resources Strategies in Downsizing and Outplacement,* and *An Employee Involvement Program that Works.*

YEAR FOUNDED: 1895; GEOGRAPHIC COVERAGE: national; MEMBERS: 12,750 companies and subsidiaries; CHAPTERS: state; WORK RELATES TO: employee training, labor-management relations, work restructuring; CLEARINGHOUSE: NAMNET—electronic public policy network; PUBLICATIONS: *The Export Sales and Marketing Manual, The World Business Advisory and Calendar, World Trade Magazine,* and numerous other periodicals; CONFERENCES: Small Manufacturers Forum, Small Manufacturers Legislative Conference, and local seminars on many topics.

National Association of Private Industry Councils — NAPIC
1201 New York Avenue, NW, Suite 300, Washington, DC 20005, 202/289-2950, fax: 202/289-1303.

NAPIC is a membership organization for private industry councils (PIC) and other business-oriented organizations seeking to provide job training opportunities for the unemployed and economically disadvantaged. NAPIC facilitates private sector involvement in federal employment and training policy, provides information on federal employment and training legislation, and helps members meet with congressional and other government staff. NAPIC services are designed to help PIC volunteers secure the role of the business sector in workforce development, enhance their capacity and effectiveness, and learn from opportunities to interact with the nationwide job training community. It provides technical assistance through its annual PIC Forum which brings together volunteers and employment and training professionals.

YEAR FOUNDED: 1979; GEOGRAPHIC COVERAGE: national; MEMBERS: 400 groups; WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: *NAPIC Reports To* (m.), *The Dividend* (q.), *The NAPIC Marketing Manual, It's About Time: A Speaker's Kit for Private Industry Councils*; CONFERENCES: annual forum held in February.

National Association of Trade and Industrial Instructors — NATII
12777 North Rockwell, Oklahoma City, OK 73142-2710, 405/720-4283, fax: 405/720-4790.

NATII is a membership organization of trade and industrial instructors, primarily those working at the junior high and high school levels. It gives the local

teacher a voice as well as a responsibility to provide input and direction in vocational education through the American Vocational Association. NATII improves communication among members and supports the needs of classroom teachers.

YEAR FOUNDED: 1980; GEOGRAPHIC COVERAGE: national; MEMBERS: 800 individuals; MEMBERSHIP: $5/yr; WORK RELATES TO: employee training; PUBLICATIONS: *NATII News* (3/yr.); CONFERENCES: annual meeting held in the winter in conjunction with American Vocational Association and in the summer with Vocational Industrial Clubs of America.

National Association of Women Business Owners — NAWBO
1377 K Street, NW, Suite 637, Washington, DC 20005, 301/608-2590, fax: 301/608-2596.

NAWBO is a membership organization of women in business and serves as a forum through which women can establish themselves in the business world. NAWBO brings together women business owners to communicate and share experience and talents with others and to use their collective influence to broaden opportunities for women in business. NAWBO provides leadership training seminars and strategic planning seminars throughout the year. Each regional chapter also provides a variety of training seminars for businesses on such topics as communications, financing for companies, small business loans, personnel and staffing, and maintaining employee morale.

YEAR FOUNDED: 1974; GEOGRAPHIC COVERAGE: national; MEMBERS: 4,500 individuals, 40 local groups; MEMBERSHIP: $75/yr national plus chapter dues and initiation fee; CHAPTERS: regional; WORK RELATES TO: employee training, labor-management relations, work restructuring; PUBLICATIONS: *Annual Membership Roster*, *NAWBO Times*(m.) *Statement* (bi-m.); CONFERENCES: annual conference held in the summer.

National Center for Manufacturing Sciences — NCMS
900 Victors Way, Ann Arbor, MI 48108, 313/995-0300, fax: 313/995-1150.

NCMS is a not-for-profit collaborative research, development, and technology transfer corporation organized under the National Cooperative Research Act of 1984. Membership is comprised of U.S. and Canadian corporations and nonprofit organizations committed to making their nations' manufacturing industries globally competitive through the development of next-generation technologies. NCMS has developed a program which provides 1) a composite of industry and government requirements for excellence, 2) steps to assist companies through a self-assessment, and 3) a process to formulate a continuous improvement program. NCMS also sponsors an Industrial Fellowship Program which allows teachers to work on the factory floors of manufacturing firms. The program's primary goal is to help teachers prepare students for the world of work by making them aware of skill requirements.

YEAR FOUNDED: 1984; GEOGRAPHIC COVERAGE: international; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *Focus Newsletter*, numerous periodicals; CONFERENCES: annual National Invitational Governor's Conference on Education, 1500 participants.

National Coalition for Advanced Manufacturing — NACFAM
1331 Pennsylvania Avenue, NW, Suite 1410, Washington, DC 20005, 202/662-8960; fax: 202/637-3182.

NACFAM is a membership organization of manufacturers, nonprofit organizations, and educational institutions with an interest in industrial modernization. It promotes the interests of U.S. manufacturing in improving market share and productivity through the deployment of advanced manufacturing processes, related management strategies, and employee training.

YEAR FOUNDED: 1989; GEOGRAPHIC COVERAGE: national; MEMBERS: 270 companies and organizations; MEMBERSHIP: $500-$150,000/yr, varies by type and size of company; WORK RELATES TO: employee training; PUBLICATIONS: *NACFAM News*, *Tec Alliance News;* CONFERENCES: annual meeting held in December.

National Federation of Independent Business — NFIB
600 Maryland Avenue, SW, Suite 700, Washington, DC 20024, 202/554-9000, fax: 202/554-0496.

NFIB is a membership organization of independent business and professional people. It presents opinions of small and independent businesses to state and national legislative bodies. Members vote by ballot on issues, and the results are forwarded to legislators. NFIB works to keep government out of the business of small business. NFIB educates teachers and students on

the values of the free-enterprise system, the role that small and independent business plays in the American economy, and the career opportunities of being self-employed. It has undertaken studies relevant to small businesses including workers' compensation, credit and banking, and employee job skills.

YEAR FOUNDED: 1943; GEOGRAPHIC COVERAGE: national; MEMBERS: 610,000 individuals; MEMBERSHIP: $75-1,000/yr; CHAPTERS: state; WORK RELATES TO: employee training, labor-management relations, work restructuring, PUBLICATIONS: *The Mandate* (bi-m.), *Economic Report* (q.), *Action Report* (a.), *How Congress Voted* (a.), *Independent Business* (bi-m.), *IB Magazine* (bi-m.); CONFERENCES: quadrennial meeting.

National Governors' Association — NGA
444 North Capitol Street, Suite 267, Washington, DC 20001-1512, 202/624-5300, fax: 202/624-5313.

NGA serves as a vehicle through which governors influence the development and implementation of national policy and apply creative leadership to state problems. It keeps the federal establishment informed of the needs and perceptions of states and provides a vehicle for sharing information about innovative programs among the states. NGA works with governors on initiatives to better coordinate the states' education, training, and economic development investments; support the school-to-work transition; improve the quality of adult literacy programs; and strengthen and customize training programs for existing workers. NGA produces numerous publications, including: *Enhancing Adult Literacy: A Policy Guide; Enhancing Skills for a Competitive World: Report of the Action Team on Lifelong Learning; Meeting the Goal of a Literate America: The State Response; Early Intervention: A Seminar on Best Practices for Enhancing Worker Readjustment Services; State-Financed Workplace-Based Retraining Program.*

YEAR FOUNDED: 1908; GEOGRAPHIC COVERAGE: national; MEMBERS: 55 governors; WORK RELATES TO: employee training, work restructuring, workplace literacy; PUBLICATIONS: *Governors' Bulletin* (semi-m.), *Directory of Governors of American States, Commonwealths & Territories* (a.), *Governors' Staff Directory* (semi-a.), *Fiscal Survey of the States* (semi-a.), *Labor Notes* (m.), CONFERENCES: semi-annual meetings held in the winter and summer.

National Institute for Literacy — NIFL
800 Connecticut Avenue, NW, Suite 200, Washington, DC 20202-7560, 202/632-1500, fax: 202/632-1512.

NIFL is a nonprofit organization that works to make sure all Americans will be literate by the year 2000. It coordinates efforts for literacy across federal agencies, supports the creation and dissemination of information to improve literacy practice and policy, and offers technical assistance to literacy providers. NIFL's activities include funding research and development, creating a database of current information on policy and practice, providing technical assistance, funding fellowships, and supporting a national literacy hotline.

YEAR FOUNDED: 1991; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: workplace literacy.

National Labor-Management Association — NLMA
P.O. Box 819, Jamestown, NY 14702-0819, 716/665-3654, fax: 716/665-8060.

NLMA is a membership organization that encourages, promotes, and supports labor-management partnerships in the public and private sectors on the local, state, and national levels. NLMA also works to build cooperative coalitions among labor, management, government, and education. These partnerships and coalitions are developed to assist communities in retaining and attracting quality jobs and in becoming more competitive in the global economy. NLMA carries out this mission through a variety of services such as personal training programs and education seminars. Members include labor and management representatives, government officials, consultants, educators, doctors, nurses and attorneys — people in all walks of life who are committed to building communication, cooperation, consensus, and coalition-building among divergent groups.

YEAR FOUNDED: 1977; GEOGRAPHIC COVERAGE: national; MEMBERS: 45 labor-management organizations; MEMBERSHIP: $350/yr; WORK RELATES TO: employee training, labor-management relations; PUBLICATIONS: *Forward Thinking* (q.) *Professional Journal* (a.); CONFERENCES: annual national conference.

National Planning Association — NPA
1424 16th Street, NW, Suite 700, Washington, DC 20036, 202/265-7685, fax: 202/797-5516.

NPA is an independent, private, nonprofit, nonpolitical organization engaged in economic and social research in the public interest. NPA is dedicated to the task of getting business, labor, and agriculture to work together to narrow areas of controversy and broaden areas of agreement, as well as to map out specific programs for action. NPA brings together influential and knowledgeable leaders from business, labor, agriculture, and the applied and academic professions to serve on policy committees which identify emerging problems confronting the nation at home and abroad. NPA's professional staff provides research on national goals and priorities, productivity and economic growth, welfare and dependency problems, employment and human resource needs, and technological change.

YEAR FOUNDED: 1934; GEOGRAPHIC COVERAGE: national, WORK RELATES TO: employee training, labor-management relations, work restructuring; PUBLICATIONS: *Looking Ahead* (q.); CONFERENCES: committees meet twice a year.

National Society for Performance and Instruction — NSPI
1300 L Street, NW, Suite 1250, Washington, DC 20005, 202/408-7969, fax: 202/408-7972.

NSPI is dedicated to increasing productivity in the workplace through the application of performance and instructional technologies. Membership is comprised of performance technologists, training directors, human resource managers, instructional technologists, change agents, human factors practitioners, and organizational development consultants.

YEAR FOUNDED: 1962; GEOGRAPHIC COVERAGE: national; MEMBERS: 5,000 individuals; MEMBERSHIP: $125/yr; WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: *Official International Membership Directory* (a.), *Performance and Instruction Journal* (10/yr), *Performance Improvement Quarterly*; CONFERENCES: annual conference and expo held in the spring.

National Tooling and Machining Association — NTMA
9300 Livingston Road, Fort Washington, MD 20744, 301/248-6200, fax: 301/248-7104.

NTMA is a membership organization of manufacturers of tools, dies, jigs, fixtures, molds, gauges, or special machinery and companies that do precision machining on a contract basis. It compiles management surveys, conducts management training workshops, and maintains a speakers' bureau. It has produced motion pictures and video cassettes on tool, die, and precision machining for educational showings. NTMA's regional chapters sponsor apprenticeship programs and basic skills training. Management training is provided for small manufacturers through NTMA's national conference.

YEAR FOUNDED: 1944; GEOGRAPHIC COVERAGE: national, MEMBERS: 3,000 manufacturers and companies; CHAPTERS: regional; WORK RELATES TO: employee training, work restructuring; workplace literacy; PUBLICATIONS: *The Record* (m.), *Precision Magazine* (bi-m.), *Business and Customer Market Forecast Reports* (q.), *Buyers Guide* (a), *Membership Directory* (a.); CONFERENCES: annual meeting held in the winter.

National University Continuing Education Association — NUCEA
One Dupont Circle, NW, Suite 615, Washington, DC 20036, 202/659-3130, fax: 202/785-0374.

NUCEA promotes expanded opportunities and high quality in continuing higher education. NUCEA consists of accredited, degree-granting higher education institutions, and comparable non-profit organizations with a substantial involvement in continuing higher education. Its data development and survey research program provides college and university education units useful planning information. NUCEA offers its members timely analyses of key public and regulatory issues of concern to the field, and ensures that continuing higher education's interests are advanced nationally.

YEAR FOUNDED: 1915; MEMBERS: 400 institutions; CHAPTERS: regional; WORK RELATES TO: employee training; PUBLICATIONS: *Continuing Education Recruiter* (m.), *Guide to Independent Study through Correspondence Instruction* (biennial), *NUCEA Newsletter* (10/yr), *Guide to Certification Programs at American Colleges and Universities*, *Directory of Distance Education Through Telecommunications*, *Lifelong Learning Trends* (bien.); CONFERENCES: annual meeting held in April/May.

Nebraska Adult and Community Education
Department of Education, 301 Centennial Mall South, P.O. Box 94987, Lincoln, NE 68509, 402/471-4807, fax: 402/471-0117, contact: Burney Bounslough, director.

Nebraska Adult and Community Education funds local service providers to administer adult education and literacy

programs for the state. These local service providers offer workplace literacy services by negotiating cooperative proposals with businesses.

WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: regular staff development activities.

NETWORK
c/o American Association of Community Colleges, One Dupont Circle, NW, Suite 410, Washington, DC 20036, 202/728-0200, ext. 210, fax: 202/833-2467.

NETWORK is a consortium of community colleges dedicated to the growth, development, and continuing education of workforce development, employment, training, and literacy professionals. It enhances the role of two-year colleges in training the countries' present and future workforce. It also provides assistance and information to foster more effective federal, state, and local support of accredited community colleges in workforce development activities.

YEAR FOUNDED: 1988; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: employee training, work restructuring, workplace literacy; CONFERENCES: annual conference, topical conferences.

Network of Quality and Productivity Centers
138 Lockerbie Lane, Wilmette, IL 60091, 708/251-4246, fax: same.

The Network of Quality and Productivity Centers is a non-profit organization that promotes work restructuring. The Network can provide referrals to quality and productivity centers, many of which have work restructuring consultants affiliated with them.

YEAR FOUNDED: 1978; WORK RELATES TO: work restructuring.

Nevada Commission on Economic Development
5151 South Carson, Fourth Floor, Carson City, NV 89710, 702/687-4325, fax: 702/687-4450.

The Nevada Commission on Economic Development provides assistance in the area of ISO 9000 through its Procurement Outreach Program. The Commission offers classes on ISO 9000. It also refers businesses to places where they can get additional information on ISO 9000.

YEAR FOUNDED: 1983; BUDGET: $2.3M; WORK RELATES TO: work restructuring.

Nevada Division of Adult Education
Department of Education, 400 W. King Street, Capitol Complex, Carson City, NV 89710, 702/687-3134, fax: 702/687-5660, contact: Phyllis Rich, adult basic education consultant.

The Nevada Division of Adult Education oversees the delivery of adult education and literacy through local adult education units. Some of the local adult education units have workplace literacy programs with businesses.

BUDGET: $1.28M federal, $211K state; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: annual meeting of adult education directors, usually held in Reno; *Annual GED Chief Examiners Meeting.*

Nevada Quick Start Job Training Program
Job Training Office, Capitol Complex, Carson City, NV 89710, 702/687-4310, fax: 702/687-8917.

The Nevada Quick Start Job Training Program funds short-term, intensive job training to help new and expanding firms achieve productivity quickly. The state Commission on Economic Development, the Employment Security Division, local community colleges, and the state job training office all work together on the Program. The state agencies work jointly with firms to design customized training projects covering recruitment, hiring, and job training. Major elements of a project include the development of a list of individuals to be trained, preparation of the training program and materials, and classroom training. Nevada's Quick Start Job Training Program funds training for Nevada residents in jobs with wages exceeding $8.24 (70 percent of the average statewide annual hourly wage of $11.77). Companies may use Program funds prior to plant opening and up to 90 days following. Participating firms must contribute, either in-kind or cash, an amount equal to 25 percent of the state portion of the project budget. The Program covers a maximum of $1,000 per trainee, depending on the extent of training required.

YEAR FOUNDED: 1987; BUDGET: $150K; WORK RELATES TO: employee training.

New Hampshire Bureau of Adult Education
Department of Education, 101 Pleasant Street, Concord, NH 03301, 603/271-6698, fax: 603/271-1953, contact: Ava Ellison, administrator.

The New Hampshire Bureau of Adult Education oversees adult education and literacy programs, which are operated

by local adult education centers. Most state workplace literacy programs are operated by the local adult education centers in cooperation with local businesses, which pay for the services.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1980; BUDGET: $2.4M; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: two in the fall, one for administrators and one for instructional staffs; a combined conference in the spring; and a tri-state (with Maine and Vermont) conference for tutors in June.

New Jersey Bureau of Adult Education and Literacy
Department of Education, CN 500, Trenton, NJ 08625-0500, 609/777-0577, fax: 609/633-9825.

The New Jersey Bureau of Adult Education and Literacy oversees adult education, literacy, and English as a Second Language programs for the state. Each year, the Bureau uses special federal 353 demonstration grant monies to fund workplace literacy programs. Recipients — businesses or adult education institutions — are funded for three years, at a maximum of $60,000 per year, and are required to make a 30 percent cash or in-kind match.

WORK RELATES TO: workplace literacy; CONFERENCES: annual meeting held each summer, various training conferences throughout the year.

New Jersey Office of Customized Training
New Jersey Department of Labor, CN 933, Labor Building, Trenton, NJ 08625, 609/292-8232, fax: 609/777-1768.

The New Jersey Office of Customized Training seeks to create and retain jobs, which might otherwise be lost to foreign competition or technological innovation, by funding upgrade training for existing employees to learn new technologies and new processes. In order to receive funding, companies must develop a training plan and submit a proposal to the Office. Any union representing targeted workers is required to participate in the training plan. Plans must include how the training will be structured and who will be used as instructors. Training providers must be based in New Jersey, and must be approved by the Department of Education, and the Office encourages the companies to use community colleges. Companies must make a 40 percent match of the training grant. If a company leaves the state within three years of receiving the training funds, it must return all monies to the state. Seventy-five percent of the Office's grants go to manufacturers. The Office also works with the New Jersey Institute of Technology to develop training for ISO 9000 certification and other work restructuring activities, and helps develop training for consortia of small businesses, lead by a local Chamber of Commerce, a trade association, a union, and a community college.

YEAR FOUNDED: 1978; BUDGET: $19M; WORK RELATES TO: employee training, work restructuring.

New Mexico Coalition for Literacy
P.O. Box 6085, Santa Fe, NM 87502, 505/982-3997, fax: 505/982-4095.

The New Mexico Coalition for Literacy is a private, nonprofit organization which provides much of the workplace literacy training in New Mexico. The Coalition provides customized workplace literacy programs by training employees to tutor other employees. The Coalition's workplace literacy efforts supplement the work of community colleges and technical institutes that have partnered with businesses to sponsor workplace literacy programs.

WORK RELATES TO: workplace literacy; CONFERENCES: annual meeting each summer, various training conferences throughout the year.

New York Industrial Effectiveness Program
Department of Economic Development, One Commerce Plaza, Albany, NY 12245, 518/474-1131; fax: 518/486-6644, contact: Larry Barker.

The Industrial Effectiveness Program assists existing small (most have under 100 employees) manufacturing companies with at least two years of product sales to retain workers. The program funds two distinct activities. First, it provides $10,000 grants to pay consultants to assess companies' strengths and weaknesses and develop productivity improvement plans. Second, it provides grants of up to a $50,000 to help small businesses implement their plans. (Usually the companies pay one third of the costs and the state pays two-thirds.) At least 30 to 40 percent of the plans that are implemented include some kind of restructuring activity, e.g. TQM, teams, business process reengineering or ISO 9000. If the plans require a substantial amount of training, the training is paid for by the Economic Development Department's Skill Training Program. The Industrial Effectiveness Program encourages companies to use the SUNY (State University of New York) system (including community colleges) to provide training and consultative services.

YEAR FOUNDED: 1987; BUDGET: $6M; WORK RELATES TO: employee training, work restructuring. PUBLICATIONS: *Manufacturing New York* (q.) and

Accomplishments Report (semi-a). CONFERENCES: several dozen annually around the state, averaging 100 participants.

New York Office of Labor-Management Affairs
New York State Department of Labor, Building 12, Room 540A, State Campus, Albany, NY 12240, 518/457-6747, fax: 518/457-0620.

The New York Office of Labor-Management Affairs operates a grants program that supports 11 to 20 labor-management committees each year. The grants program funds organizations establishing or expanding labor-management committees to improve productivity, promote labor-management cooperation, upgrade employee skills, or implement quality management strategies. In addition, the Office funds a program to help companies implement quality improvement programs and sponsors a quality award, the Excelsior Award. The Excelsior Award and labor-management cooperation are the driving force behind quality efforts throughout New York.

YEAR FOUNDED: 1991; BUDGET: $350K plus staff; WORK RELATES TO: labor-management relations, work restructuring.

New York Office of Workplace Preparation and Continuing Education
New York State Education Department, Education Building, Room 315, Albany, NY 12234, 518/474-4809, fax: 518/474-0319, contact: Bob Knower, workplace literacy coordinator.

The New York Office of Workplace Preparation and Continuing Education runs a $1.7 million workplace literacy training grant program. The Office issues an RFP to businesses and educational institutions in the spring, and funds successful candidates from July 1 to June 30. Applicants must include organized labor and service provider partners. Grant recipients may arrange for training to be located at the school district, the workplace, or at the labor partner's facility.

WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center does in-service; CONFERENCES: workplace literacy conference held annually in August, 65-70 participants.

North Carolina Business and Industry Services
Department of Community Colleges, 200 West Jones Street, Raleigh, NC 27603-1337, 919/733-7051, fax: 919/733-0680.

North Carolina Business and Industry Services provides new industries with start-up skills training to prepare their initial cadre of entry-level workers. It also offers skill-related training to existing companies that will create at least 12 new jobs in one year, and provides work restructuring services to companies undergoing change. Business and Industry Services uses community college instructors to provide some training directly, pays part-time college instructors and private vendors to conduct training, and reimburses companies when their personnel are used for training. Reimbursement is based on the hourly wage of the instructor (less fringe benefits), and any instructional or other materials bought from vendors. Companies interested in applying for assistance should contact Business and Industry Services directly, or one of the contact persons located at each of the 58 community colleges.

YEAR FOUNDED: 1958; BUDGET: $7M; WORK RELATES TO: employee training, work restructuring.

North Carolina Business Industry Development Division
North Carolina Department of Commerce, 430 North Salisbury Street, Dobbs Building, Raleigh, NC 27611, 919/733-4151, fax: 919/733-9265.

The North Carolina Business Industry Development Division oversees the state's Small Business Development Centers. These Centers, located at the state's community colleges, provide work restructuring assistance to small businesses.

YEAR FOUNDED: 1957; BUDGET: $11.4M; WORK RELATES TO: work restructuring.

North Carolina Continuing Education Division
Department of Community Colleges, 200 West Jones, Raleigh, NC 27063-1337, 919/733-7051, fax: 919/733-0680, contact: Randy Whitfield, coordinator of adult basic education.

The North Carolina Continuing Education Division consists of 58 community colleges which provide adult basic education and workplace literacy services. Through these colleges, the Division supports workplace literacy programs in about 400 workplaces.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1988; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, access to any literacy provider; CONFERENCES:

regional workshops and training sessions, 50-75 participants each.

North Dakota and Minnesota Alternative Dispute Resolution Project
1131 Westrack Drive, Suite 204, Fargo, ND 58103, 701/239-4406, fax: 701/232-8337.

The North Dakota and Minnesota Alternative Dispute Resolution Project provides alternative dispute resolution (ADR) services to businesses with labor unions in North Dakota and Minnesota. ADR allows disputants to avoid court procedures and government regulatory agencies. The Project works in coordination with local labor-management committees and with the state and federal governments.

YEAR FOUNDED: 1994; BUDGET: $500K; WORK RELATES TO: labor-management relations.

North Dakota Division of Adult Education
Department of Public Instruction, 600 Boulevard Avenue East, 9th Floor, State Capitol Building, Bismarck, ND 58505-0440, 701/328-2393, fax: 701/328-4770.

The North Dakota Division of Adult Education allocates funds to local adult education grant recipients, which provide adult education and literacy programs for the state. These local grant recipients operate most of the workplace literacy programs in the state, working with employers to assess their needs and design programs.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1994; BUDGET: $1.6M; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: fall annual adult education conference, 100-120 participants; February regional conferences, 50-60 participants.

North Dakota State Board of Vocational and Technical Education
State Capitol Building, 600 East Boulevard Avenue, Bismarck, ND 58505-1260, 701/328-2259, fax: 701/328-3000.

The North Dakota State Board of Vocational and Technical Education manages two grants. The first, Workforce 2000, is a state-funded collaborative effort with the Job Service, State Board for Vocational and Technical Education, and other state agencies. Workforce 2000 funds manufacturing and processing companies and some companies in the medical industry that are creating or retaining jobs. The second, industry specific training, is funded by the State Board for Vocational and Technical Education. It funds similar industries to those funded by Workforce 2000, but also companies in telecommunications and a broader range of medical companies. Both programs are delivered through the Customized Training Network, which consists of five state community colleges, five Native American colleges, six vocational centers, vocational high schools, and regular high schools with vocational offerings. The Network tries to deliver services on site, but when there are small numbers of trainees, the trainees may have to attend one of the participating institutions. The application process for both grants is similar. Companies must show need and that their proposals will result in increased money and responsibility for employees. The Board helps companies meeting these conditions build a budget, provides them with training funds out of one or both of the grants, and refers the companies to other funding resources, such as local development organizations. In addition to its other training activities, the Customized Training Network is licensed to use Zenger-Miller products and can provide ISO 9000 restructuring services.

YEAR FOUNDED: 1965; BUDGET: $12M; WORK RELATES TO: employee training, work restructuring.

Office of Educational Research and Improvement — OERI
U.S. Department of Education, 555 New Jersey Avenue, NW, Room 611, Washington, DC 20208-5644, 202/219-2111, fax: 202/219-2030.

OERI, a part of the U.S. Department of Education, gathers, analyzes, and makes available to the public statistical and other types of information about the condition of American education. It disseminates information and research findings about successful education practices developed in the schools and colleges and supports nationally significant model projects. OERI also supports a network of National Research and Development Centers located at universities across the United States.

GEOGRAPHIC COVERAGE: national; WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: has more than 150 printed products every year which range from low-priced publications for parents in the "*Helping Your Child Learn*" series to comprehensive statistical reports such as the annual *Condition of Education*.

Office of Technology Assessment — OTA
Congress of the United States, Washington, DC 20510-8025, 202/228-6352, fax: 202/228-6344.

The Office of Technology Assessment is a non-partisan analytical arm of the U.S. Congress. Its basic functions are

to help legislative policymakers anticipate and plan for the consequences of technological change and to examine the many ways, expected and unexpected, in which technology affects people's lives. OTA provides Congress with independent information about the potential effects, both beneficial and harmful, of technological applications. OTA has studies underway in many areas, including industry, employment, education, and human resources.

YEAR FOUNDED: 1972; GEOGRAPHIC COVERAGE: national; WORK RELATES TO: employee relations, labor-management relations, work restructuring, workplace literacy.

Office of the American Workplace — OAW
U.S. Department of Labor, 200 Constitution Avenue, NW, Room N-5402, Washington, DC 20210, 202/219-6098, fax: 202/219-8762.

OAW is a new agency in the U.S. Department of Labor created by Secretary Reich to promote better jobs for American Workers. OAW, in partnership with business, labor, and government, encourages companies and public agencies to adopt high-performance work practices and cooperative labor-management relations. As the new home of the Office of Labor-Management Standards, OAW safeguards the financial integrity and internal democracy of American labor unions. OAW also administers special employee protection programs for mass transit employees affected by federal grants. In order to promote workplace change, OAW will: 1) research the correlation between high-performance work practices and corporate financial results and share the findings with investors, board members, managers, and union leaders; 2) develop partnerships with business, labor organizations, state programs, and community-based service providers to identify best workplace practices and encourage their adoption; 3) develop a Workplace Clearinghouse to gather and provide information on best workplace practices and ways to manage workplace change; develop a Union Leadership Institute, in partnership with four international unions, to train union leaders how to design and manage workplace programs that give employees a voice in operating and business decisions; and 4) promote increased employee ownership and participation.

GEOGRAPHIC COVERAGE: national; WORK RELATES TO: labor-management relations, work restructuring; PUBLICATIONS: *American Workplace Newsletter*; *Road to High Performance Workplaces: A Guide to Better Jobs and Better Business Results*; *High Performance Work Practices and Firm Performance*.

Ohio Division of Vocational and Adult Education
Department of Education, 933 High Street, Suite 210, Worthington, OH 43085-4046, 614/466-5015, fax: 614/752-1640, contact: Michael Jones, educational consultant.

The Ohio Division of Vocational and Adult Education operates the Adult Basic and Literacy Education program, which annually funds numerous local education agencies and other organizations that provide training in literacy, Adult Basic Education, English as a Second Language, and workplace literacy.

BUDGET: $14M; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: Ohio Literacy Resource Center, service provider and program information, 800/765-2897; CONFERENCES: fall and spring Adult Basic and Literacy Education Conference, 220 participants.

Ohio Industrial Training Program — OITP
Ohio Department of Development, 77 South High Street, 28th Floor, P.O. Box 1001, Columbus, OH 43266-0101, 614/466-4155, fax: 614/466-1789, contact: Linda O'Conner, manager.

OITP provides partial financial grant assistance and resources for customized employee training to new or expanding Ohio manufacturing businesses, as well as to other industries experiencing large scale new job creation. Businesses apply for training grants directly to regional OITP offices where a regional training coordinator helps them link their training efforts with Ohio's education system (vocational, technical, and universities). OITP's Advanced Scientific and Specialized Employee Training program offsets business research and development costs for training in such highly skilled occupations as chemists and engineers. OITP also matches training grants of the Appalachia Regional Commission for businesses located in the 29 Ohio Appalachian counties.

YEAR FOUNDED: 1981; BUDGET: $10M; WORK RELATES TO: employee training, workplace literacy; PUBLICATIONS: annual directory of providers.

Ohio Labor-Management Cooperation Program
Ohio Department of Development, P.O. Box 1001, Columbus, OH 43216-1001, 614/466-2718, fax: 614/466-0829, contact: Karen Conrad.

The Ohio Labor-Management Cooperation Program funds 27 area labor-management committees and university-

based centers to provide technical assistance to businesses and unions. These labor-management committees and university centers provide workplace needs assessments, customized training in employee involvement processes, case study analysis, technical assistance in conversion to employee ownership, development of classroom materials on labor-management cooperation history and development, and facilitator training, as well as sponsor conferences and workshops on economic development issues.

YEAR FOUNDED: 1986; BUDGET: $1.3M; WORK RELATES TO: labor-management relations, work restructuring.

Oklahoma Department of Education
Oliver Hodge Memorial Education Building, 2500 North Lincoln Blvd., Room 115, Oklahoma City, OK 43105-4599, 405/521-6205, fax: 405/521-6205.

The Oklahoma Department of Education's Lifelong Learning Program funds local education agencies and other organizations to provide training in English as a Second Language, Adult Basic Education, GED (General Educational Development) preparation, and workplace literacy in adult education classes or at employer sites.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1984; BUDGET: $3M; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, public access, no charge; CONFERENCES: Adult Basic Education teacher training workshops, each summer, 300 participants; co-sponsor of annual meetings with local literacy councils, 200-300 participants.

Oklahoma Department of Vocational and Technical Education
1500 West Seventh Avenue, Stillwater, OK 74074, 405/743-5430, contact: Tom Freedman, assistant state director of business and area schools services.

The Oklahoma Department of Vocational and Technical Education provides customized training to new, expanding, and existing businesses in statistical process control, programmable logic controllers, computer-aided drafting/machinery, computerized numerical control, and other automated manufacturing applications, as well as in basic skills literacy, customer service, supervisor development, management techniques, total quality management, and ISO 9000 practices. Training is delivered through a network of 29 well-equipped area vo-tech schools and is coordinated by a certified industrial coordinator. These vo-tech schools also offer small business development and management programs and open enrollment in adult training and development in over 32 high demand skill areas.

YEAR FOUNDED: 1968; BUDGET: customized training $10M; WORK RELATES TO: employee training, work restructuring, workplace literacy; CLEARINGHOUSE: basic and advanced computerized numerical control programs; CONFERENCES: statewide vocational education conference in summer and mid-winter.

Oklahoma State Quality Award Foundation
6601 North Broadway, Suite 244, Oklahoma City, OK 73116, 405/841-5295, fax: 405/841-5205, contact: Mike Strong, executive director.

The Oklahoma State Quality Award Foundation promotes quality management in the public and private sectors. The Foundation annually presents the Oklahoma State Quality Award recognizing companies as role models in quality management. The Foundation also partners with professional societies, vocational technical schools, and universities in sponsoring seminars and workshops.

YEAR FOUNDED: 1994; BUDGET: $200K; WORK RELATES TO: work restructuring; CONFERENCES: annual award conference.

Oregon Quality Initiative
One World Trade Center, 121 SW Salmon Street, Suite 1140, Portland, OR 97204, 503/224-4606, fax: 503/224-5435.

The Oregon Quality Initiative promotes and accelerates the use of customer-focused continuous quality improvement practices, creates opportunities for organizations to share their experiences with quality programs and activities, serves as a broker of information on quality resources, training programs, case studies, and other learning opportunities; recognizes and rewards excellence in continuous quality improvement; and supports the development of a comprehensive curriculum on total quality concepts and ensures that it is convenient to all businesses and organizations statewide. The Initiative was formed by over 100 Oregon businesses and representatives from government and higher education at the invitation of the state Economic Development Department. The Initiative's volunteer technical advisory teams have been responsible for the creation of the Oregon Quality Award, a Resource Directory, an ISO 9000 Mentorship program, and the Executive Forum for Small Business. The Initiative is also working in partnership with the state's community colleges and the Economic Development Department to develop a comprehensive quality curriculum. This curriculum will cover customer

satisfaction, teams, leadership, the seven basic tools of quality, ISO 9000, and other quality practices.

YEAR FOUNDED: 1992; MEMBERS: over 100 companies and governmental organizations; WORK RELATES TO: employee training, work restructuring.

Oregon Workforce Development
Department of Economic Development, 775 Summer Street, NE, Salem, OR 97310, 503/986-0207, fax: 503-581-5115, contact: Claire Berger.

Oregon Workforce Development supports workforce development in Oregon through three programs. Targeted Training provides grants to educational institutions to work with new and expanding businesses. Industry Training gives grants to groups of two or more businesses or to an industry association to provide training in an area of common need. The Capacity Building Program funds unions, trade associations and other organizations such as the Oregon Quality Initiative to identify training needs and plan a training program. As of this writing, this Program has been limited to capacity building; training delivery has not been funded. To inform its funding practices, Workforce Development has conducted an employer survey of training practices, focusing on companies identified as high performance workplaces.

YEAR FOUNDED: 1989; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *Developments* (m.).

Organization Development Institute — ODI
11234 Walnut Ridge Road, Chesterland, OH 44026-1299, 216/461-4333, fax: 216/729-9319.

ODI is a membership organization that disseminates information and promotes a better understanding of organization development worldwide. It conducts workshops, seminars, and specialized education programs. ODI developed a code of ethics and an organization development competency test for individuals wishing to qualify as registered organization development consultants.

YEAR FOUNDED: 1968; GEOGRAPHIC COVERAGE: international; MEMBERS: 500 individuals, 40 local groups; MEMBERSHIP: $110/yr regular, $150/yr professional/consultant, $60/yr full-time student; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *International Registry of Organization Development Professionals and Organization Development Handbook* (a.), *Organization Development Journal* (q.), *Organizations and Change* (m.); CONFERENCES: semi-annual meetings held in the U.S. in the summer and in the fall abroad.

Pennsylvania Area Labor-Management Committee and Pennsylvania MILRITE Council
402 Finance Building, Harrisburg, PA 17120, 717/783-7410, fax: 717/787-9044, contact: Pat Guston.

The Pennsylvania Area Labor-Management Committee and Pennsylvania MILRITE Council oversees a network of 11 community-based labor-management committees that provide services and assist in dispute resolution. The Committee and Council work with both union and non-union companies and set up labor-management partnerships to promote productivity and high-performance workplaces.

YEAR FOUNDED: 1980; BUDGET: $1.1M; WORK RELATES TO: labor-management relations.

Pennsylvania Bureau of Adult, Basic, and Literacy Education
Department of Education, 333 Market Street, 12th Floor, Harrisburg, PA 17126-0333, 717/787-5532, fax: 717/783-5420, contact: Ella Morin, special programs and projects section chief.

The Pennsylvania Bureau of Adult, Basic, and Literacy Education funds local education agencies and other organizations that provide adult education classes in basic skills, GED (General Educational Development) preparation, and workplace literacy.

WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center; CONFERENCES: annual summer institute, 100 participants.

Pennsylvania Office of Technology Development
Commonwealth of Pennsylvania, Department of Commerce, 352 Forum Building, Harrisburg, PA 17120, 717/787-4147, fax: 717/772-5080.

The Pennsylvania Office of Technology Development provides a variety of practical, hands-on services to small and medium-sized manufacturing and biotechnology companies to help them improve product quality and productivity. The Office uses eight industrial resource centers, located throughout the state, to provide services in management strategies development, workforce development, technological improvement, business planning, and quality management.

BUDGET: $7.3M; WORK RELATES TO: employee training, work restructuring.

Prairie State 2000 Authority
100 West Randolph Street, Suite 4-800, Chicago, IL 60601, 312/814-2700, fax: 312/814-2703.

The Prairie State 2000 Authority is a small agency designed to provide quick turn-around technology and quality retraining services to small and mid-sized employers and their employees. The Authority provides assistance through two funding programs. The Employer Training Assistance Program awards grants and loans to qualifying companies that must retrain their existing employees in new technologies or quality or productivity improvement systems in order to remain competitive. The Individual Training Assistance Program awards grants (vouchers) to qualifying employed workers who must retrain in new technologies or quality or productivity improvement systems in order to remain employable.

YEAR FOUNDED: 1986; BUDGET: $6M; WORK RELATES TO: employee training, work restructuring.

Quality Arkansas
Arkansas Industrial Development Commission, 1 Capitol Mall, Room 4C-300, Little Rock, AR 72201, 501/682-7323, fax: 501/682-7499, contact: Gay Johnson.

Quality Arkansas promotes total quality training through community programs where local industry, educational institutions, chambers of commerce, or industrial development foundations develop and teach total quality concepts throughout the community. It also administers a resource library and provides a referral service for instructors, curriculum advice, and benchmarking contacts.

WORK RELATES TO: work restructuring; PUBLICATIONS: *Quality Arkansas Newsletter*; CLEARINGHOUSE: resource library and referral service; CONFERENCES: bimonthly seminars featuring nationally-known quality experts.

The Quality Institute
490 Rifle Ridge Drive, Spartanburg, SC 29303, 803/599-0205, fax: 803/599-9720, contact: Randy Garrison.

The Quality Institute is dedicated to improving the long-term viability of South Carolina's businesses through its seminars, analysis, and hands-on assistance in implementing continuous improvement processes. The Institute offers seminars, conferences, quality system audits, networks, and consultations. It brings together management and the workforce through such efforts as: building teams for a more cohesive and productive workplace, training trainers to carry quality practices from the top down, providing facilitation skills for managers to build workforce empowering teams, developing a vision to improve quality, and changing the workforce culture to focus on customer-driven quality.

YEAR FOUNDED: 1992; BUDGET: $450K; WORK RELATES TO: labor-management relations, work restructuring.

Rhode Island Department of Education
22 Hayes Street, Room 222, Roger Williams Building, Providence, RI 02908, 401/277-2681, fax: 401/277-2537, contact: Vanessa Cooley.

The Rhode Island Department of Education annually funds numerous local education agencies that provide training in adult basic literacy or English as a Second Language in classroom settings or at business locations.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1989; BUDGET: $45K (workplace literacy); WORK RELATES TO: workplace literacy.

Society for Human Resource Management — SHRM
606 North Washington Street, Alexandria, VA 22314, 703/548-3440, fax: 703/836-0367.

SHRM is the voice of the human resource profession, representing the interests of more than 50,000 professional and student members from around the world. SHRM provides its membership with education and information services, conferences and seminars, government and media representation, and publications that equip human resource professionals to become leaders and decision makers within their organizations. SHRM encourages employers to increase their investments in employee professional development, on-the-job training, formal certificate- or degree-granting programs, and other workforce training opportunities.

YEAR FOUNDED: 1948; GEOGRAPHIC COVERAGE: international; MEMBERS: 55,000 individuals; MEMBERSHIP: $160/yr; CHAPTERS: regional; WORK RELATES TO: employee training, work restructuring; CLEARINGHOUSE: HRM*Net; PUBLICATIONS: *HR Magazine* (m.), *HR News* (m.), *International HR Update* (bi-m.), *Who's Who in HR* (a.), *Issues in HR* (q.), *HR Legal Report* (q.); CONFERENCES: annual conference held in the spring, seminars, state and regional conferences, and a legislative conference.

Society of Manufacturing Engineers — SME
P.O. Box 930, One SME Drive, Dearborn, MI 48121-0930, 313/271-1500, fax: 313/271-2861.

SME is a professional society dedicated to advancing scientific knowledge in the field of manufacturing and to applying its resources for researching, writing, publishing and disseminating information. It offers a wide range of courses to manufacturing engineers and technologists, including Statistical Process Control (SPC).

YEAR FOUNDED: 1932; MEMBERS: 70,000 individuals; MEMBERSHIP: $60/yr individual, $200-500/yr varies by plant size (company); CHAPTERS: 275 North American chapters, also overseas; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *Manufacturing Engineering* (m.); *The Finishing Line* (q.), *Composites of Manufacturing* (q.), *Robotics Today* (q.), *Electronics in Manufacturing* (q.), *Machining Technology*; CONFERENCES: annual meeting held in May.

South Carolina Workplace Resource Center
206 Wilkins Street, Greenville, SC 29605, 803/241-3391, fax: 803/241-3406, contact: Ann Nickles, coordinator.

The South Carolina Workplace Resource Center provides free workplace literacy technical assistance services to industry. Such services include performing needs assessments, conducting task analyses, developing job-specific curricula, performing evaluations, and recommending commercially-developed class materials.

WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state workplace resource center with core curriculum courses for industry and adult education resources.

South Dakota Adult Education Program
Office of Adult, Technical and Vocational Education, 700 Governors Drive, Pierre, SD 57501-2291, 605/773-4716, fax: 605/773-6139.

The South Dakota Adult Education Program annually funds local education agencies that provide training in GED (General Educational Development) preparation, English as a Second Language, Adult Basic Education, or workplace literacy in adult education classes or at employer sites.

BUDGET: $929K; WORK RELATES TO: workplace literacy; CONFERENCES: South Dakota Association for Lifelong Learning, Governor's Annual Literacy Conference.

South Dakota Governor's Office of Economic Development
711 Wells Avenue, Pierre SD 57501-3369, 605-773-5032, fax: 605-773-3256, contact: Ken Shark.

The South Dakota Governor's Office of Economic Development uses state and federal Job Training Partnership Act funds to assist companies in creating new jobs through training. In order to obtain funds, companies must work with one of four state technical institutes to develop a proposal to submit either to the Office of Economic Development or to the Department of Labor. The Office makes decisions on a proposal by proposal basis. It funds projects on a dollar cost matching basis. The Office only funds proposals that create jobs, and the level of funding depends on the number of jobs created. It primarily funds companies that are training new employees, and manufacturing firms, however, there are no restrictions on type of industry. The Office funds instructors from companies, the technical institutes, and private consultants. Sometimes the training is opened up to other companies. JTPA funds are used to fund upgrading in order to retain jobs.

YEAR FOUNDED: 1986; WORK RELATES TO: employee training; PUBLICATIONS: *South Dakota Manufacturers and Processors Directory* (a.), *Economic Development Newsletter* (m.).

South Dakota Work Development Council
Department of Labor, 700 Governors Drive, Pierre, SD 57501-2291, 605/773-5017, fax: 605/773-4311, contact: James Welsh.

The Work Development Council administers all local Job Training Partnership Act funds and annually funds customized skills training in demand occupations for new or expanding businesses. Training services and programs are provided through four vocational schools.

BUDGET: $500K; WORK RELATES TO: employee training, workplace literacy; CLEARINGHOUSE: Job Training Partnership Act material, access is not restricted.

Tennessee Board of Regents
1415 Murfreesboro Road, Suite 350, Nashville, TN 37217, 615/366-4400, fax: 615-366-4464, contact: Michael Magill.

The Tennessee Board of Regents is the governing body overseeing Tennessee colleges and universities. It represents 46 campuses — 6 universities, 14 community colleges, and 26 technical centers — and 170,000 students. The Board is developing one statewide ISO 9000 curriculum, known as Tennessee 9000. Instruction and delivery will start in Spring 1995. The course will consist of five units lasting a total of about 7 days. On-site assistance will be provided as well as group instruction. Small companies will take the course in groups, while the large ones can have it customized to their needs. Courses

will also be offered to businesses at the community colleges. The ISO 9000 program will complement a full cadre of quality improvement programs being offered throughout the college and university system.

YEAR ISO 9000 PROGRAM STARTED: 1995; WORK RELATES TO: employee training, work restructuring.

Tennessee Division of Adult and Community Education
Department of Education, 1130 Menzler Road, Nashville, TN 37243-0387, 615/741-7054, fax: 615/532-4899, contact: Teddy Cook, director of literacy programs.

The Tennessee Division of Adult and Community Education funds local education agencies and non-profit organizations that provide training in Adult Basic Education, GED (General Educational Development) preparation, and workplace literacy to undereducated adults.

YEAR FOUNDED: 1987; BUDGET: $15M; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: informal, public access, no charge; CONFERENCES: annual adult education conference open to all teachers, supervisors, providers, volunteers, community-based organizations and others, 1,600 participants.

Texas Division of Adult and Community Education
Department of Education, 1701 North Congress Avenue, Austin, TX 78701, 512/463-9294, fax: 512/475-3575, contact: Evelyn Curtis.

The Texas Division of Adult and Community Education annually funds local education agencies and non-profit organizations that provide training in Adult Basic Education, English as a Second Language, literacy, and workplace literacy in adult education classes or at employer sites.

YEAR WORKPLACE LITERACY PROGRAM STARTED: 1989; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: Texas Adult Education Clearinghouse; CONFERENCES: annual state conference on administrators and practitioners, 350 participants; three regional conferences.

Texas One
Department of Commerce, P.O. Box 12728, Austin, TX 78711, 512/936-0081, fax: 512/936-0430.

Texas One is an on-line, menu-driven, global Internet service for small to mid-sized manufacturing businesses. Businesses can access a wide range of relevant information services including extensive public and private resources in employee training, labor-management relations, work restructuring, and workplace literacy. Other sample information categories or key words are: business and economics; environment; export, trade and NAFTA; government—state of Texas and federal; grant opportunities; graphic arts; labor, employment, disability and safety; legal—including patents, copyrights and trademarks; library, reference, and news service; manufacturing; and technology transfer. Texas One can be reached on the Internet at gopher.texas-one.org.

BUDGET: $10M; WORK RELATES TO: employee training, labor-management relations, work restructuring, workplace literacy.

Texas Smart Jobs Fund Program
Department of Commerce, P.O. Box 12728, Austin, TX 78711-2728, 512/936-0191, contact: Richard Hall.

The Texas Smart Jobs Fund Program provides grants to businesses to train new or existing employees in occupational and basic skills for high-skill, high-wage demand occupations. Eligible training grant costs are: book fees and classroom materials; wages, salaries, and reasonable benefits for instructors, instructional aides, and counselors; reasonable equipment lease costs; reasonable costs of pre- and post-training assessments; costs of purchasing approved curricula; and costs of job analysis, task analysis, curriculum design, and job development.

YEAR FOUNDED: 1993; BUDGET: $4.5M; WORK RELATES TO: employee training, work restructuring, workplace literacy.

Total Quality Management Matchmaker Program
Louisiana Department of Economic Development, P.O. Box 94185, Baton Rouge, LA 70804-9185, 504/342-3000, fax: 504/342-5349, contact: Mary Jo Hanover.

The Total Quality Management Matchmaker Program educates Louisiana's small businesses about the needs of large businesses. Two to three times a year, the Program co-sponsors one-day conferences with the state's Small Business Development Centers at which Louisiana's smaller companies and suppliers can learn what products the state's large businesses would like to buy. At these conferences, the Program also offers seminars on total quality management and refers businesses to local quality management training programs, sponsored by the Small Business Development Centers, the university, or the American Society for Quality Control.

YEAR FOUNDED: 1993; BUDGET: $20K; WORK RELATES TO: work restructuring; CONFERENCES: two to three times a year.

United Auto Workers — UAW
8000 E. Jefferson, Detroit, MI 48214, 313/926-5000, fax: 313/331-1520.

UAW is one of the largest labor unions in the United States. Membership includes workers employed in the manufacture or assembly of automobiles, heavy trucks, automotive parts, aircraft, defense and aerospace products, agricultural implements, construction and heavy equipment, electronics, household appliances, and allied metalworking trades. UAW also represents public and private sector office, technical, professional, and maintenance workers in colleges and universities, the financial and insurance industry, hospitals, libraries, legal services, and state, county, and local governments. The philosophy of UAW is that an educated membership is a better membership. One of the main components of UAW's training services is the Family Training Center, located in northern Michigan, which allows any member to attend a two-week education course in labor matters. Also, the "big three" automobile manufacturers offer various skills upgrading courses through their training centers, as well as cross-training in areas other than automotive.

YEAR FOUNDED: 1935; GEOGRAPHIC COVERAGE: national; MEMBERS: 1,200,000; CHAPTERS: locals; WORK RELATES TO: employee training, labor-management relations, work restructuring, workplace literacy; PUBLICATIONS: *Ammo* (m.), *Skill* (q.), *Solidarity* (periodic); CONFERENCES: periodic conferences.

U.S. Hispanic Chamber of Commerce
1030 15th Street, Suite 206, Washington, DC 20005, 202/842-1212, fax: 202/842-3221.

The U.S. Hispanic Chamber of Commerce is a business organization that promotes the development of business and leadership in the Hispanic community. It promotes the positive image of Hispanics and encourages corporate involvement with Hispanic firms. The Chamber conducts business-related workshops, conferences, and management training, and compiles statistics and reports on business achievements.

YEAR FOUNDED: 1979; GEOGRAPHIC COVERAGE: international; MEMBERS: 650,000 individuals and companies; MEMBERSHIP: $175/yr. individual, $250-$5,000/yr. organization/company; WORK RELATES TO: employee training, work restructuring; PUBLICATIONS: *National Hispanic Business Directory* (a.), *Networking* (m.); CONFERENCES: annual conference with exhibits held in the fall.

Utah Adult Education Services
Utah State Office of Education, 250 East 500 South, Salt Lake City, UT 84111, 801/538-7844, fax: 801/538-7868, contact: Brent Gubler, director.

The Utah Adult Education Services annually funds local education agencies and community-based organizations that provide training in Adult Basic Education, English as a Second Language, and workplace literacy.

WORK RELATES TO: workplace literacy; CLEARINGHOUSE: access to public, no charge except for purchases; CONFERENCES: Light on Literacy and the Utah Association for Adult and Continuing Education, held annually, 150 participants; an adult education conference held at Utah State University each June; an annual meeting of Adult Education directors; and eight regional conferences and local workshops.

Vermont Department of Education
120 State Street, Montpelier, VT 05620, 802/828-3131, fax: 802/828-2146, contact: Wendy Ross, director of the Vermont literacy board.

The Vermont Department of Education funds local education agencies and community-based organizations that provide training in Adult Basic Education and workplace literacy.

YEAR FOUNDED: early 1990s; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, free of charge.

Vermont Training Program
Vermont Department of Economic Development, 109 State, Montpelier, VT 05609, 802/828-3231, fax: 802/828-3258, contact: Phil Fagin.

The Vermont Training Program provides training funds for new and expanding manufacturing businesses. Individually designed programs include on-the-job training, skills upgrading, or other specialized training, including ISO 9000. Training is mutually agreed upon by the state and the employer. Vocational centers, community colleges, or post-secondary technical institutions provide instructors for the programs.

BUDGET: $300K; WORK RELATES TO: employee training, work restructuring.

Virginia Division of Adult Education
Department of Education, Commonwealth of Virginia, P.O. Box 2120, Richmond, VA 23216-2120, 804/225-2075, fax: 804/371-8593.

The Virginia Division of Adult Education annually funds local education agencies, including public schools and five community colleges, that provide Adult Basic Education and workplace literacy in adult education classes or at business sites. Local education agency specialists work directly with companies to link them with the local education agency program most appropriate for their needs.

YEAR FOUNDED: 1978; BUDGET: $10M; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: electronic collections on-line, free to anyone involved in basic skills training; CONFERENCES: three regional summer institutes, conferences for administrators in the fall and spring.

Virginia Workforce Services Program
Department of Economic Development, 901 East Byrd Street, P.O. Box 798, Richmond, VA 23206-0798, 804/371-8120, fax: 804/371-8137.

The Virginia Workforce Services Program provides consulting services and training and program funding assistance to new and expanding companies. The Program provides an extensive training needs analysis as well as assistance in recruiting and designing a pre-employment assessment training program. Businesses use program funds for consulting services, training analysis, recruitment/pre-employment assessment, video production services, train-the-trainer workshops, productivity/continuous improvement programs, and retraining.

YEAR FOUNDED: 1965; WORK RELATES TO: employee training, work restructuring.

Washington State Job Skills Program — JSP
Workforce Training and Education Coordinating Board, Building #17 Airdustrial Park, P.O. Box 43105, Olympia, WA 98504-3104, 206/586-3321, fax: 206/586-5862, contact: Lee Williams.

JSP supports four kinds of training: 1) new employee training for prospective employees before a new plant opens or when a company expands; 2) current employee retraining when the retraining is required to prevent the dislocation of those employees; 3) current employee upgrading when new vacancies will be created as a result of promotions into new positions; and 4) training for employees of new and existing companies in industries that the state has chosen to promote. JSP brings together employers who have specific training needs with educational institutions that can provide customized employee training. It supports up to one-half of the total cost of short term, job-specific training; the participating employers provide a dollar-for-dollar cash or in-kind match. JSP concentrates its resources in economically disadvantaged areas with high unemployment rates, areas with new and growing industries, areas where there is a shortage of skilled labor to meet employers' needs, and areas affected by economic dislocation.

YEAR FOUNDED: 1983; WORK RELATES TO: employee training, workplace literacy.

Washington State Office of Adult Literacy
State Board for Community and Technical Colleges, 1701 Broadway, Seattle, WA 98122, 206/344-4374, fax: 206/344-4377, contact: Donna Miller-Parker.

The Washington State Office of Adult Literacy provides annual funding to local education agencies and community-based training organizations that provide adult education classes in Adult Basic Education, English as a Second Language, GED (General Educational Development) preparation, and workplace literacy. Businesses interested in the Office's programs should contact the basic skills program at their local community or technical college.

YEAR FOUNDED: 1988; WORK RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, no charge; CONFERENCES: annual conference held in the fall, 400 participants; statewide family literacy conference, 150 participants; and statewide developmental education conference, 150 participants.

West Virginia Governor's Guaranteed Work Force Program
West Virginia Development Office, Capitol Complex, Building 6, Room B517, Charleston, WV 25305, 304/558-3083, fax: 304/558-0449, contact: Rod Phillips.

As one of three branches of the West Virginia Development Office, the Governor's Guaranteed Work Force Program recruits new businesses, supports expanding businesses, and assists existing businesses in the retention of workers. It provides training assistance costing up to $1,000 per employee, and if the employer is not satisfied will provide retraining costing up to another $1,000. The Program encourages companies to use state-supported service providers such as colleges, universities, and industrial extension centers for the training, but companies may contract with a private provider. The Program provides work restructuring services such as ISO 9000 and TQM to businesses undergoing quality improvement efforts. The Program also serves as a one stop shop for West Virginia businesses in need of training assistance, and provides referrals to JTPA and to other funding sources for those companies that qualify.

YEAR FOUNDED: 1990; BUDGET: $1.45M; WORK RELATES TO: employee training, work restructuring.

West Virginia Workplace Education Program
Regional Education Service Agency 7, 1000 Virginia Avenue, Fairmont, WV 26554-3690, 304/367-1431, fax: 304/366-4897, contact: Robin Asbury, project coordinator.

The West Virginia Workplace Education Program provides workplace education specialists to develop programs with business and industry. These specialists set up workplace programs, from initial literacy task analysis to finished curriculum. The actual on-site business training is contracted through the Regional Education Service Agency 7, the state/regional local contact for and promoter of the West Virginia Workplace Education Program.

WORKPLACE LITERACY PROGRAM STARTED: 1992; WORK RELATES TO: workplace literacy.

Wisconsin Bureau of Business Development
Department of Development, P.O. Box 7970, Madison, WI 53707, 608/266-8629, fax: 608/267-2829, contact: Louie Cornelius.

The Bureau of Business Development, through its Customized Labor Training program (CLT), provides up to 50% of the cost of workforce training programs for new or expanding manufacturing businesses upgrading a product, process, or service. CLT-eligible training activities include new technology, industrial skills, or manufacturing processes training; training not available from other resources which would not take place without state funds; and training for new or retained positions guaranteed by the company. CLT also reimburses companies for quality improvement training under certain conditions.

BUDGET: $5.75M; WORK RELATES TO: employee training, work restructuring, workplace literacy.

Wisconsin Labor Management Council
Department of Industry, Labor and Human Relations, 201 East Washington, Madison, WI 53707, 608/266-9615, fax: 608/266-5887.

The Wisconsin Labor Management Council facilitates communication between labor and management organizations in the state. The Council serves as a forum for top labor leaders, managers, and public members to discuss and take action on such economic or workplace issues as training and technical assistance to establish labor-management initiatives, quality improvement and labor-management cooperation, health and safety in the workplace, joint training programs, and workplace basic education. It also provides grants to area and industry committees and promotes educational programs on union-management cooperation.

WORK RELATES TO: employee training, labor-management relations, work restructuring, workplace literacy; PUBLICATIONS: quarterly newsletter, a case study publication; CONFERENCES: biennial conference and biennial breakfasts.

Wisconsin Technical College System Board
310 Price Place, P.O. Box 7874, Madison, WI 53707-7874, 608/266-0790, fax: 608/267-9684, contact: Tom Grinde or Mary Ann Jackson.

The Wisconsin Technical College System Board annually funds workplace education partnerships between local technical colleges and business and local labor unions, with priority given to projects involving small businesses. The local technical colleges provide training services in English as a Second Language, reading, communications skills, mathematics, social and natural sciences, health, critical thinking, problem solving, and employability skills.

YEAR FOUNDED: 1988; BUDGET: $500K; WORK RELATES TO: employee training, workplace literacy; CLEARINGHOUSE: Wisconsin Literacy Resource Network, public access, no charge; CONFERENCES: annual meetings for college adult basic education coordinators and participants in state programs and federal work sites.

Wyoming Division of Adult Education
Department of Education, Hathaway Building, Cheyenne, WY 82002, 307/777-6228, fax: 307/777-6234, contact: Lloyd Wjornes.

The Wyoming Division of Adult Education funds local education agencies and other organizations to provide a range of adult education programs. The local education agencies provide training in Adult Basic Education, English as a Second Language, and GED (General Educational Development) preparation, as well as workplace literacy programs at business work sites.

YEAR FOUNDED: 1991; WORKS RELATES TO: workplace literacy; CLEARINGHOUSE: state literacy resource center, access primarily by grantees, no charge.

Wyoming Division of Economic and Community Development
Wyoming Department of Commerce, Barrett Building, 4 North, Cheyenne, WY 82002, 307/777-7284, fax: 307/777-5840, contact: Rick Hunnicutt.

The Wyoming Division of Economic and Community Development provides job training grants to businesses that can demonstrate a need for specially trained employees. Eligible grant training activities include: instructor salaries, training materials and supplies, tuition costs, travel associated with training, training system design, and leasing of training equipment. The University of Wyoming or local community colleges provide assistance in training curriculum preparation and resource utilization. Companies in international markets are funded for ISO 9000 training leading to company certification.

YEAR FOUNDED: 1987; BUDGET: $7.5M; WORK RELATES TO: employee training, work restructuring

KEY TO ABBREVIATIONS

a. - - - - - - - - - -annual
bi-a. - - - - - bi-annual
bi-m. - - - -bi-monthly
bi-w. - - - - bi-weekly
K- - - - - - - thousands
M- - - - - - - millions
m.- - - - - - - monthly
q.- - - - - - - quarterly
semi-a - - - - semi-annual
yr. - - - - - - - year

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ACBE	Association for Community Based Education	8
ACCET	Accrediting Council for Continuing Education and Training	3
AEA	American Electronics Association	5
AECT	Association for Educational Communications and Technology	8
AEE	Association for Experiential Education	8
AIAG	Automotive Industry Action Group	9
AMA	American Management Association	5
AQA	American Quality Assessors	5
AQP	Association for Quality and Participation	8
ASEE	American Society for Engineering Education	6
ASME	American Society of Mechanical Engineers	6
ASQC	American Society for Quality Control	6
ASTD	American Society for Training and Development	6
ATESL	Administrators and Teachers in English as a Second Language	3
AVA	American Vocational Association	7
BSSC	Bay State Skills Corporation	9
CAEL	The Council for Adult and Experiential Learning	12
CORD	The Center for Occupational Research and Development	10
CWA	Communications Workers of America	11
ED>Net	California Community College Economic Development Network	9
EDI	Georgia Tech Economic Development Institute	15
ETA	Employment and Training Administration	13
FMCS	Federal Mediation and Conciliation Service	14
HRDI	Human Resources Development Institute	16
IACET	International Association for Continuing Education and Training	19
IAMAW	International Association of Machinists and Aerospace Workers	20
IBEW	International Brotherhood of Electrical Workers	20
IEEE	Institute of Electrical and Electronic Engineers	19
IIE	Institute of Industrial Engineers	19
ILRDC	Illinois Literacy Resource Development Center	17
IPMA	International Personnel Management Association	20
IRRA	Industrial Relations Research Association	18
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NIFL	National Institute for Literacy	31
NLMA	National Labor-Management Association	31
NPA	National Planning Association	31
NSPI	National Society for Performance and Instruction	32
NTMA	National Tooling and Machining Association	32
NUCEA	National University Continuing Education Association	32

OAW	Office of the American Workplace	37	OTA	Office of Technology Assessment	36
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FROM: Name: _____

Please add or change our entry in the Resource Guide:

Name of organization: _____
Acronym: _____
Address: _____
Telephone: _____ Fax: _____
Contact person: _____
Title: _____

Short paragraph description (include what your organization is, its main areas of work, and some detail on its work in the areas of employee training, labor-management relations, work restructuring, and workplace literacy; attach additional page if necessary): _____

Year founded: _____ Budget: _____ Geographic coverage: _____
Members (number and type): _____ Membership fees: _____
Chapters (number and type): _____

Work conducted in the following areas (check all that are applicable):
employee training _____ labor-management relations _____
work restructuring _____ workplace literacy _____

Clearinghouse: _____
Publications: _____
Conferences: _____
Additional comments: _____

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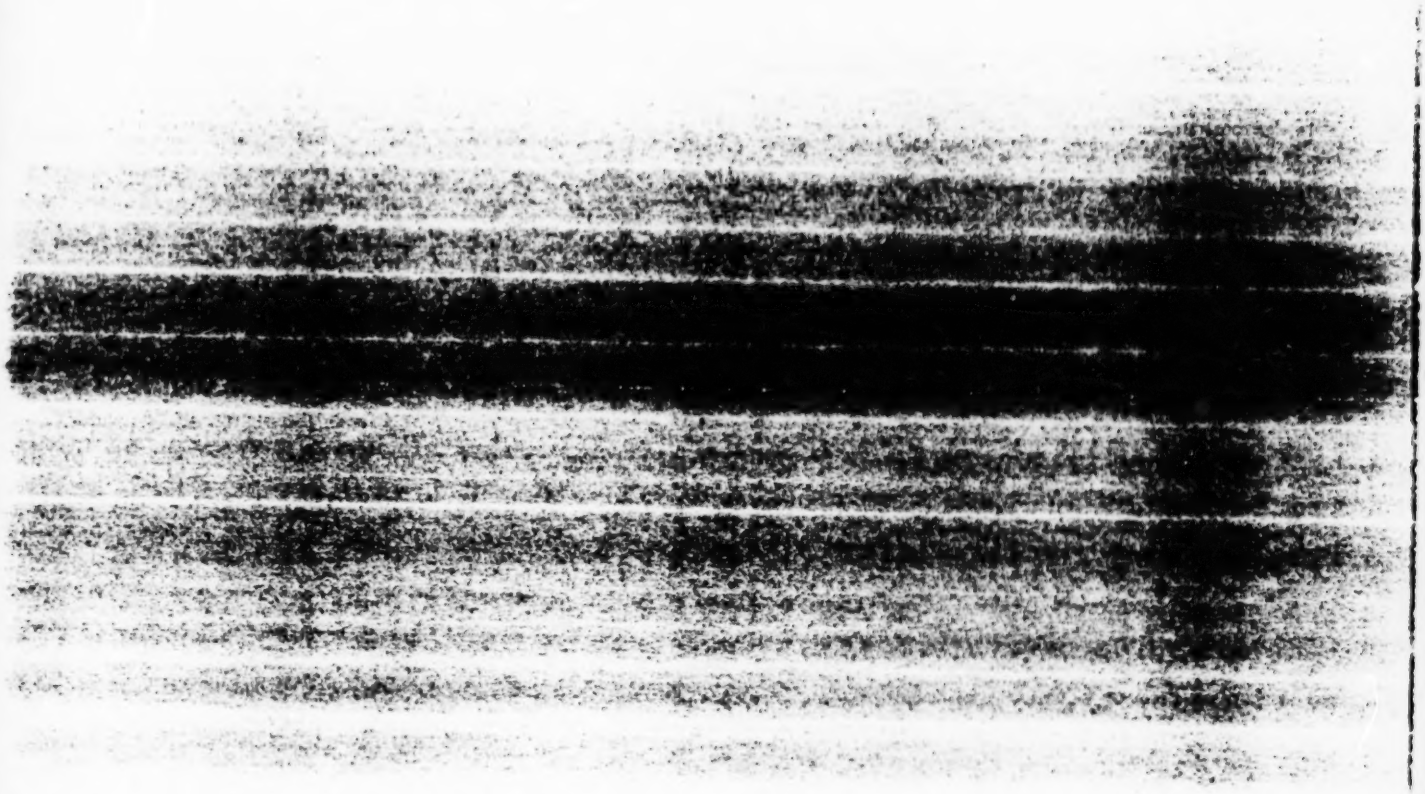

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